



UNC TV

CONTINUATION REVIEW

FINAL REPORT

March 31, 2012



UNCOTV
CONTINUATION REVIEW
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UNC-TV

CONTINUATION REVIEW

EXECUTIVE SUMMARY

OVERVIEW

UNC-TV provides educational opportunities for children and adults, professional development for educators, in-depth public policy information, and an understanding of the state's history and culture. UNC-TV is a vital, cost-effective partner in the state's ongoing effort to ensure that young children, particularly the disadvantaged, have meaningful opportunities to be successful in school and throughout life. More than 57 years ago, the North Carolina General Assembly envisioned a statewide broadcast network that would allow open access to public television programs by all North Carolinians. The broadcast signal would reach citizens that other signals did not reach. Today UNC-TV is carried by every cable system in North Carolina and by both satellite providers. Additionally, its sophisticated transmission facilities reach everyone in the state who does not subscribe to cable or satellite. The single station that existed in 1955 has grown to be a complex network of 12 digital transmitters and 25 digital translators,¹ ensuring that virtually every North Carolinian with a television set is able to view public television.

The staff at UNC-TV has used this Continuation Review as an opportunity to assess the quality, appropriateness, and efficiency of its operations. The review has confirmed that UNC-TV's model of one centrally managed organization providing statewide access is the most efficient operation to serve its 4.2 million viewers. UNC-TV will continue to make operations more efficient and to effectively leverage the state's investment in its public television network.

VISION, MISSION, AND GOALS

UNC-TV's operations are guided by a five-year Strategic Plan updated annually by UNC-TV's Board of Trustees and staff. The plan sets forth the organization's mission, vision, and guiding principles and is consistent with North Carolina's statutory objectives for the network. The Strategic Plan balances public needs, FCC regulations, statutory obligations, PBS requirements, and programming decisions and provides a guide for the expenditure of resources.

PROGRAMS AND SERVICES

Specifically, UNC-TV serves North Carolina's citizens by providing:

- Programs for children—40 percent of UNC-TV's broadcast programs are dedicated to helping young North Carolinians enter school ready to learn. Children and parents watch more than 39 million viewer-hours of UNC-TV's preschool and K-6 programs annually.² Research demonstrates that children who watch PBS educational programming on UNC-TV enter school



¹ Low-power transmitters that receive television programming from a main transmitter and translate it to a new channel for rebroadcast.

² The Nielsen Company

better prepared to learn, compared to children who do not watch public television.³

- Emergency preparedness and communications—critical tower space at almost all of UNC-TV's 61 locations and airtime are available to assist local, state, and federal emergency service and disaster recovery teams.
- More than 350 hours of original productions annually for and about North Carolina and its citizens—programs such as **North Carolina Now**, **North Carolina Weekend**, **Our State**, **Exploring North Carolina**, and **Biographical Conversations**.
- PBS programs and services for all North Carolinians.
- Four digital services: UNC-TV in high definition; UNC-KD, a 24-hour channel for children; UNC-EX, the Explorer Channel; and UNC-MX, a cable-only channel with educational programs for viewers of all ages. More than 4.2 million viewers watch UNC-TV at least once a week.⁴
- Information related to government and policy making through programs like **Washington Week** and **North Carolina Now Legislative Week in Review**.
- Adult college credit telecourses in partnership with the North Carolina Community College System. Adult learners have the opportunity to study for their GED or to take English language courses via television to improve their language skills.
- UNC-TV LearningMedia, an online repository of more than 20,000 learning objects and tools available at no cost to all North Carolina teachers and educators in private and public schools, as well as to parents who homeschool their children.
- Professional development courses for teachers, through both workshops and online materials from trusted sources, further enrich North Carolina's classrooms.
- Educational outreach services to teachers, parents, child care providers, and children.



RESOURCES

Since its inception UNC-TV has focused on bringing North Carolina commercial-free television that meets the highest standards of quality. The critical state funds provided by the General Assembly are leveraged to obtain federal funds and private funds. In FY12 individual and corporate giving total \$12.4 million and make up the largest portion of the operating budget—47 percent. State funds are the second largest component (\$10.7 million—40 percent), followed by federal funds (\$3.4 million—13 percent). While overall philanthropic giving has declined due to the recession, UNC-TV maintains the largest membership of any nonprofit in North Carolina with more than 75,000 member households providing financial support.

CONCLUSION

UNC-TV adds value to the citizens of North Carolina, from those in urban areas to those in the most remote regions of the state who would not otherwise receive public television. The federal broadcast licenses held by the UNC Board of Governors for UNC-TV have significant value and, if not used, will revert to the FCC and be awarded to other noncommercial broadcasters. The use of UNC-TV's towers and facilities across the state by emergency management and other public safety organizations throughout North Carolina is a critically important service. The state's investment in UNC-TV is used to leverage non-state dollars needed to ensure effective operations. North Carolinians benefit in many ways from UNC-TV's broadcasts and services, and with deep respect and a commitment to expend funds wisely, it is requested that the General Assembly continue to provide the critical support for these important benefits.

³ Fisch, Shalom M. and Truglio, Rosemarie T. (Eds). (2001). *"G" is for Growing: Thirty Years of Research on Children and Sesame Street*. Mahwah, NJ: Lawrence Erlbaum Associates.

⁴ The Nielsen Company

2a. CURRENT ENVIRONMENT

A description of the services provided and the mission, goals, and objectives

BACKGROUND

UNC-TV began in 1955 with one transmitter in Chatham County and one studio in Chapel Hill. In 1963 the state of North Carolina appropriated \$1.5 million to originate the network, and in 1979 the North Carolina General Assembly passed N.C.G.S. § 116-37.1, creating the UNC Center for Public Television under the UNC Board of Governors. Over time UNC-TV has become the statewide network envisioned by the North Carolina General Assembly in 1963, with 12 transmitters and 25 translators⁵ that blanket the state with an open-access broadcast signal to virtually every North Carolinian with a television set. UNC-TV now provides three over-the-air digital channels—UNC-TV in HD (high definition), UNC-KD (the 24-hour channel for children), and UNC-EX (the 24-hour Explorer Channel)—to the entire state. UNC-TV is the primary vehicle used to broadcast PBS programming to North Carolina. UNC-TV's broadcast content is provided without any subscriber charge, making its programs available to adults and children at all income levels. All three channels are also available to cable subscribers. An additional cable channel, UNC-MX (an educational program service for viewers of all ages), is available to more than 1.2 million Time Warner digital cable subscribers. Satellite television subscribers have access to the UNC-TV and UNC-EX channels. Cable and satellite providers do not pay UNC-TV for the rights to carry its channels. Noncommercial stations are prohibited by law from negotiating compensation agreements with cable and satellite operators.

UNC-TV offers a wide variety of programs, from educational children's programs to drama, science, public affairs, history, how-to, travel, performance programs, and original North Carolina productions.

MISSION, GOALS, AND OBJECTIVES

UNC-TV's operations are guided by a five-year Strategic Plan, developed by the UNC-TV Board of Trustees and staff to carry out the network's statutory mandate. The plan sets forth the organization's mission, vision, and guiding principles and is updated annually. The Strategic Plan balances public needs, Federal Communications Commission (FCC) regulations, statutory obligations, Public Broadcasting Service (PBS) requirements, and programming decisions and provides a guide for the expenditure of resources.

See Appendix for the entire Strategic Plan.



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Sesame Street



Downton Abbey

⁵ Low-power transmitters that receive television programming from a main transmitter and translate it to a new channel for rebroadcast.

UNC-TV'S MISSION

UNC-TV's mission is as follows:

Television has the power to change lives. Public television has the responsibility to change lives for the better: a child far from urban resources is inspired to become a scientist, a high school dropout earns a GED, a home-bound senior citizen remains connected to the world of arts and culture, the family of an Alzheimer's patient finds strength and support. UNC-TV's unique programs and public media services provide people of all ages with enriching, life-changing television.

UNC-TV'S VISION

UNC-TV's vision is as follows:

UNC-TV's digital technology enhances our ability to share knowledge that enriches the mind and creativity that inspires the spirit. We will enable North Carolinians to learn from original content that is distinct, essential, and culturally diverse. We will be a catalyst to effect change and address the critical needs of North Carolinians by uniting with partners to solve educational and social problems. We will thereby make a difference in people's lives and improve the quality of life in our state. The power of these partnerships will create better-informed, better-educated, and more prosperous people. Our unique, easily accessible programs and public media services will be used and treasured by citizens, educational institutions, public service organizations, and state government for helping them achieve their goals. Our realized vision will demonstrate that through UNC-TV, knowledge translates into economic, social, cultural, and historical value.

GUIDING PRINCIPLES

UNC-TV's guiding principles serve as the foundation for all decisions made within the organization:

- *Credibility and integrity provide the foundation for our services. Our programming is based on principles of editorial integrity to guarantee objectivity, fair and balanced presentation of issues, and consistent excellence.*
- *We manage funds and resources entrusted to us wisely and efficiently.*
- *We conduct our business with the highest level of customer service and respect for our viewers, supporters, boards, and one another.*
- *We are a public service organization responsible to the citizens of North Carolina, rather than to specific organizations and individuals. We strive to be inclusive of the diverse culture of North Carolina's citizenry in everything we do.*
- *We strictly adhere to the professional ethics stated in UNC-TV's "Fund-raising*



Standards and Practices,” which includes a statement of UNC-TV’s Donor Bill of Rights.

- *We are committed to providing universally available television service.*
- *We are dedicated to providing a safe haven for children through UNC-KD and through UNC-TV.*

GOALS AND OBJECTIVES

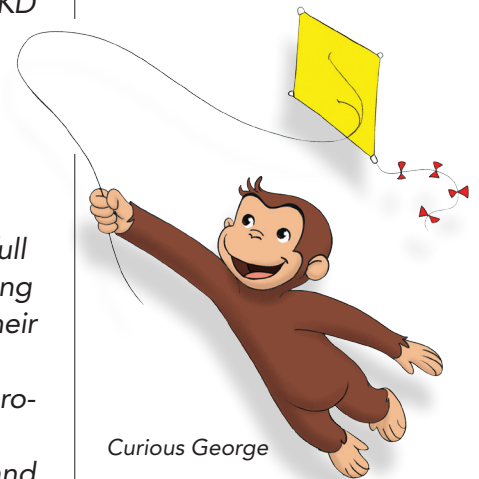
UNC-TV’s goals and objectives, as outlined in its Strategic Plan, are:

- **Services**
 - *We will create and acquire programs and services that realize the full potential of television to enrich the lives of North Carolinians, enabling them to become more informed, involved citizens and improving their well-being.*
 - *We will be the most important source of information about North Carolina for North Carolinians.*
 - *We will be the leading source of quality children’s programming and program services for North Carolinians.*
 - *We will use television and other technologies to expand access and increase services to education.*
- **Technologies**
 - *We will use appropriate, state-of-the-art technologies to make our programs and services widely accessible to the people and educational institutions of North Carolina.*
- **Awareness and Support**
 - *We will solidify and expand public awareness and financial support by effectively communicating the value of our services and persuading viewers, corporations, foundations, and state government to support us.*
- **Partnerships and Collaborations**
 - *We will enhance existing and build new collaborations with educational, cultural, public service, governmental, environmental, science, and business partners to improve and increase services and ensure continuing support.*

PROGRAMS AND SERVICES

UNC-TV serves North Carolina’s citizens by providing:

- **Programs for children**—40 percent of UNC-TV’s broadcast programs are dedicated to helping young North Carolinians enter school ready to learn. This percentage includes UNC-KD, a 24-hour channel dedicated exclusively to children’s programs.
- **Emergency preparedness and communications**—critical tower space at almost all of UNC-TV’s 61 locations and airtime are available to assist emergency service and disaster recovery teams from local, state, and federal agencies.



Curious George

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- More than 350 hours of original productions annually for and about North Carolina and its citizens—programs such as **North Carolina Now**, **North Carolina Weekend**, **Our State**, **Exploring North Carolina**, and **Biographical Conversations**.
- PBS programs and services for all North Carolinians.
- Four digital services: UNC-TV in high definition; UNC-KD, a 24-hour channel for children; UNC-EX, the Explorer Channel; and UNC-MX, a cable-only channel with educational programs for viewers of all ages. More than 4.2 million viewers watch UNC-TV at least once a week.
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- Adult college credit telecourses in partnership with the North Carolina Community College System. Adult learners have the opportunity to study for their GED or to take English language courses via television to improve their language skills.
- UNC-TV LearningMedia, an online repository of more than 20,000 learning objects and tools available at no cost to all North Carolina teachers and educators in private and public schools, as well as to parents who homeschool their children.
- Professional development courses for teachers, through both workshops and online materials from trusted sources, further enrich North Carolina's classrooms.
- Educational outreach services to teachers, parents, child care providers, and children.



2b. CURRENT ENVIRONMENT

Statutory objectives

When the North Carolina General Assembly authorized and directed the UNC Board of Governors to establish UNC-TV in 1979, the General Assembly identified in N.C.G.S. § 116-37.1 the functions to be carried out:

- *"To provide research, development, and production of noncommercial educational television programming and program materials"*

Based upon this statutory direction, a major part of UNC-TV's focus has been in researching, developing, and producing noncommercial educational television programs. These programs are for and about North Carolina and its citizens and are programs that are not available through any other broadcast channel, cable, or satellite.

These programs are developed in accordance with UNC-TV's Strategic Plan, which states:



Our local production efforts will focus on North Carolina people, arts, culture, education, politics, environmental issues, the economy, economic development, recreation, health, business, and community leadership.

Each year the content of UNC-TV's original productions is analyzed against the needs of the state's citizens and the direction provided by the Strategic Plan.

In 1991 UNC-TV provided 196 hours of original productions about North Carolina, including coverage of the North Carolina General Assembly. Original production hours reached a high of 444.5 hours in FY05, but as a result of reduced financial support, UNC-TV produced 357 hours of original programming in FY11. UNC-TV's strategic planning for original productions is directly impacted by the availability of funding, and the number of hours produced annually is adjusted accordingly.

- *"To provide distribution of noncommercial television programming through the broadcast facilities licensed to the University of North Carolina"*

UNC-TV provides 26,280 hours of noncommercial programming a year to all North Carolinians over its three digital broadcast channels and 35,040 hours via four channels of digital cable to more than 1.2 million subscribers of Time Warner Cable. UNC-TV also provides three digital services through other cable providers in the state, as well as two digital services through satellite providers.

- *"To enhance the uses of television for public purposes"*

UNC-TV has many ways of enhancing the uses of television for public purposes. In addition to broadcasting programs with educationally rich and informational content, UNC-TV provides emergency information as needed. Programs broadcast by UNC-TV provide educational services and services for children, the hearing impaired, and adult learners. By making programs created for broadcast available online and through other media platforms, UNC-TV extends the value of its programs far beyond their broadcast date.

OVERSIGHT

The oversight of UNC-TV is clearly delineated by N.C.G.S. § 116-37.1. The UNC Board of Governors holds the FCC licenses and is the governing body of UNC-TV; however, the statute states:

The Center shall have a board of trustees, to be named "the Board of Trustees of the University of North Carolina Center for Public Television."

“

We are so proud of our partnership with UNC-TV and **North Carolina Weekend**.... The response...is overwhelmingly positive.

—Lynn Minges
Assistant Secretary for
Tourism, Marketing,
and Global Branding
North Carolina
Department of
Commerce

”



The Board of Governors is hereby authorized and directed to establish the Board of Trustees of the Center and to delegate to the Board of Trustees such powers and duties as the Board of Governors deems necessary or appropriate for the effective discharge of the functions of the Center; provided, that the Board of Governors shall not be deemed by the provisions of this section to have the authority to delegate any responsibility it may have as licensee of the broadcast facilities of the University of North Carolina.

The Board of Trustees of the University of North Carolina Center for Public Television shall be composed of the following members: 11 persons appointed by the Board of Governors; four persons appointed by the Governor; two members appointed by the General Assembly, one upon the recommendation of the Speaker of the House of Representatives, and one upon the recommendation of the President Pro Tempore of the Senate in accordance with G.S. 120-121; and ex officio, the Secretary of the Department of Cultural Resources, the Secretary of the Department of Health and Human Services, the Superintendent of Public Instruction, the President of the Community College System, and the President of the University of North Carolina....In making appointments to the Board of Trustees the appointing authorities shall give consideration to promoting diversity among the membership, to the end that, in meeting the responsibilities delegated to it, the Board of Trustees will reflect and be responsive to the diverse needs, interests, and concerns of the citizens of North Carolina.

The chief administrative officer of the Center shall be a Director, who shall be elected by the Board of Governors upon recommendation of the President and who shall be responsible to the President.

Because the Federal Communications Commission (FCC) mandates that the owners of the broadcast licenses must govern the licensee, UNC-TV's Board of Trustees cannot govern the network. The University of North Carolina Board of Governors holds the licenses of UNC-TV and thus governs the network. However, the Board of Trustees does serve as UNC-TV's community advisory board and can, if deemed necessary, advise the president and the Board of Governors if UNC-TV is not serving the citizens of North Carolina within the parameters of its mission.⁶

The statutory relationship with the University of North Carolina has enhanced UNC-TV's capacity to deliver high-quality public broadcasting to North Carolina. Through its original productions in partnership with UNC campuses, UNC-TV is able to bring important educational content into viewers' homes statewide and provide a powerful extension of the University's outreach work. UNC-TV often brings viewers the speakers, panel discussions,



⁶ UNC Policy Manual 1200.1

and performances from campuses throughout the state. This programming makes events happening on the campuses more accessible to all North Carolinians. Further, UNC-TV is able to leverage UNC General Administration to enhance its ability to operate more efficiently and effectively.

Together, the University and UNC-TV have a powerful partnership in support of educating all North Carolinians.

2c. CURRENT ENVIRONMENT

The functions, activities, or programs performed without specific statutory authority

In addition to those responsibilities clearly delineated by statute, UNC-TV performs functions that contribute to meeting the statutory obligations or provide additional value for North Carolinians. These functions include: shared services, tower space and emergency communications, development, and communications and marketing.

SHARED SERVICES/TOWER SPACE AND EMERGENCY COMMUNICATIONS

UNC-TV provides space on its towers and facilities located at its 61 sites throughout the state to Emergency Management Service (EMS) providers, the State Highway Patrol, Emergency Alert Systems, the SBI, and other organizations charged with ensuring public safety. UNC-TV offers tower space, maintains the facility, and provides electricity and an emergency generator for these important partners. UNC-TV provides this service because it is considered vital by these organizations and critical to the well-being of North Carolina's citizens.

The map on page 10 lists the organizations that share towers, equipment, and facilities at UNC-TV's transmission sites. UNC-TV is also fully and deeply integrated with state, county, and town communication services at almost all its sites by providing land, buildings, tower space, emergency power, operation and maintenance of the towers, and electronic technical facilities. Without UNC-TV, the emergency communications infrastructure in North Carolina would have to be completely reconfigured.

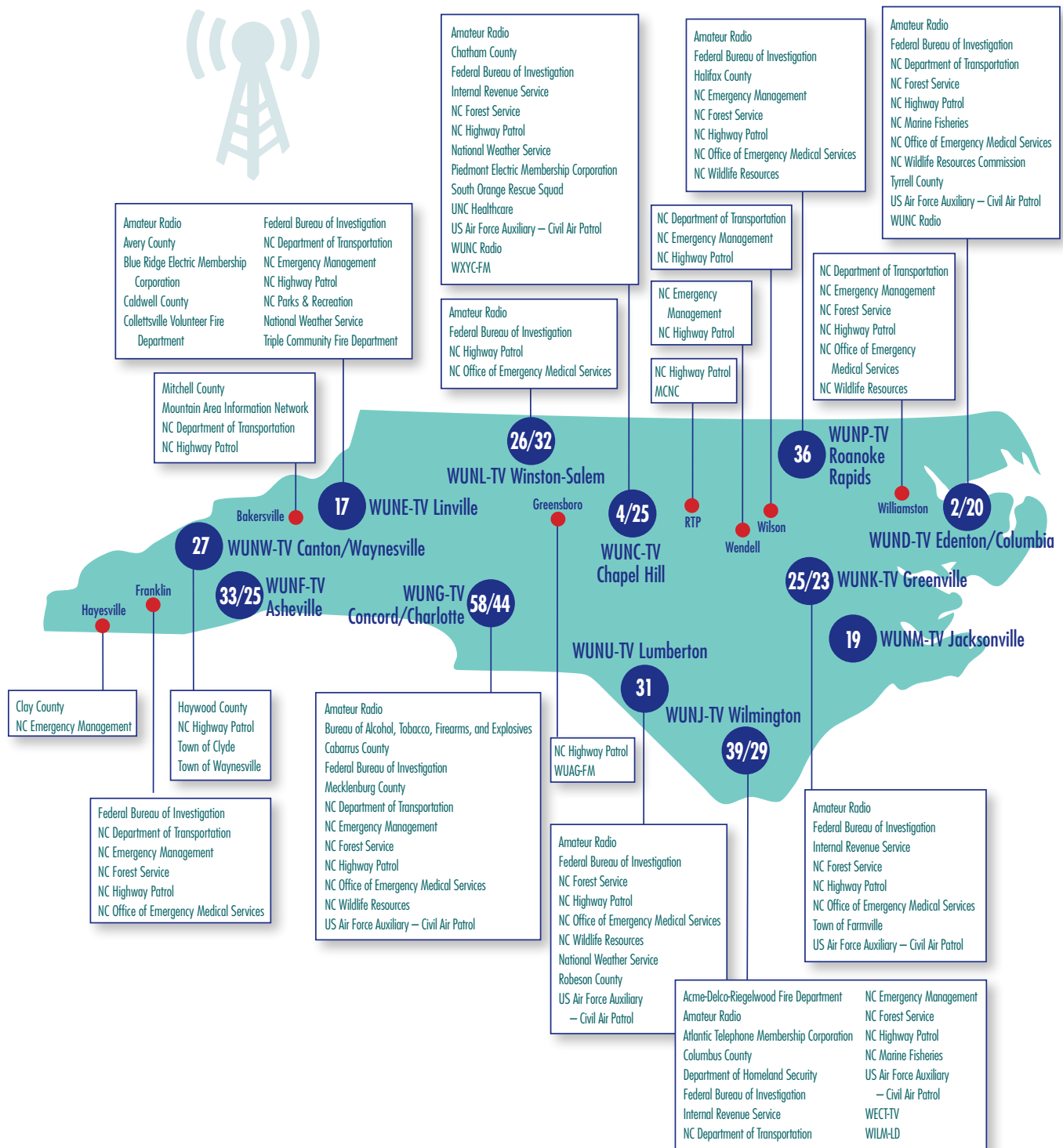
In the event of a statewide or national crisis, UNC-TV is a critical communications vehicle with the capacity to reach every North Carolina citizen simultaneously and provide information to other communications outlets. During hurricanes and other natural disasters, state leaders have used UNC-TV to communicate vital emergency information to North Carolinians.



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SHARED SERVICES BY TRANSMISSION SITE

UNC-TV Provides Critical Emergency Responder Resources



DEVELOPMENT

As UNC-TV has matured as an organization, it has sought to increase its private fund-raising efforts and generate supplemental non-state funding for operations. Initially state appropriations provided in excess of 90 percent of all operating dollars; in FY12 only 40 percent of UNC-TV's funding is provided by the state—just over \$1.10 per North Carolina citizen each year. Privately raised funds account for 47 percent of operating dollars; the remaining 13 percent of UNC-TV's income comes from the federal government. Approximately 75,000 households contribute to UNC-TV each year.

Over the past three years, UNC-TV has strategically broadened its approach to fund-raising by:

- Increasing the number of on-air fund-raising days to acquire new donors.
- Approaching former donors who have not contributed in the current year to redevelop their interest in providing financial support.
- Increasing the cultivation of major donors (\$1,000+).

Other initiatives designed to increase private fund-raising include:

- A *Patrons Circle* giving group was developed and implemented as an ongoing campaign to encourage contributions between \$250 and \$999 annually. This effort has allowed for improved stewardship and cultivation of an expanded group of UNC-TV viewers, and in the last fiscal year, the number of *Patrons Circle* members increased from 5,500 to more than 6,600.
- In FY11 the *Sustaining Circle* program was reviewed and revamped to increase the number of donors giving a minimum of \$10 on an ongoing monthly, quarterly, or annual basis. On-air spots, mail inserts, and promotion in UNC-TV's monthly program magazine have helped support this initiative. Donors making new sustaining gifts to UNC-TV increased by 1,000.
- UNC-TV has increased its efforts to generate planned gifts through the use of on-air appeals and targeted direct mail efforts. While the results of these efforts may not be realized for years to come, there has been an increase in requests for planned giving materials and growth in the number of members included in UNC-TV's Legacy Society.
- Web site revenue has increased 141 percent over the past five fiscal years. Use of electronic communications to educate, steward, and solicit donations, as well as the use of social media, has helped to promote awareness of and support for UNC-TV. Additionally, UNC-TV has implemented the use of e-acknowledgement/confirmation of pledges made during on-air campaigns.



Web site revenue has increased 141 percent over the past five fiscal years.

- With the addition of the digital program services UNC-KD, UNC-EX, and cable-only UNC-MX, UNC-TV has revised the corporate underwriting opportunities to include recognition on its other services. UNC-TV has also expanded corporate support opportunities to include online underwriting.
- UNC-TV has increased the number of preview screenings and events. These opportunities help UNC-TV connect with viewers and donors throughout its service area, which can be challenging in a state the size of North Carolina.

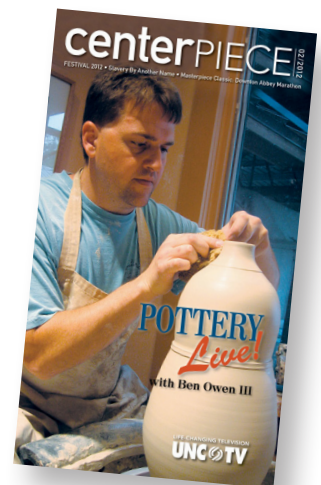
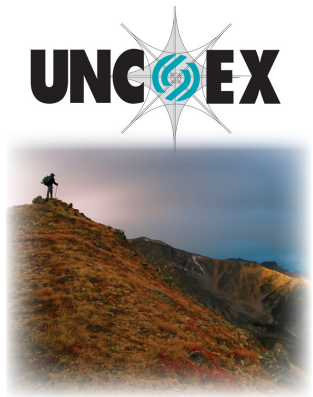
All of these initiatives have allowed UNC-TV to maintain its revenue raised from private sources in an economy that has seen a downturn in philanthropic giving.

COMMUNICATIONS AND MARKETING

UNC-TV employs a wide variety of communication techniques to increase awareness among North Carolinians of its programs and services, to encourage viewers to support UNC-TV, and to bring other nonbroadcast services directly to the state's citizens. These techniques include the design of publications, such as the development and production of *CenterPiece*, the monthly program guide sent to all UNC-TV members; involvement with certain outreach events, such as UNC-TV's exhibit at the North Carolina State Fair; the creation and production of a variety of online services—the UNC-TV Web site, the UNC-TV electronic newsletter, and UNC-TV's social networking sites; UNC-TV media and public relations activities; UNC-TV's broadcast graphic design services; and related marketing and communication services.

PUBLICATIONS

UNC-TV produces 12 issues per year of *CenterPiece* magazine, a program guide distributed to the approximately 65,000 financial supporters of UNC-TV who contribute at least \$35 per year. (There are many members who give UNC-TV below \$35 per year, and they do not receive *CenterPiece*.) The guide includes the schedule, feature articles about upcoming programs, information about volunteer opportunities and outreach activities, and other institutional information about UNC-TV. *CenterPiece* is a donor cultivation tool and is paid for by donor contributions.



OUTREACH AND SPECIAL EVENTS

Communications and Marketing staff members organize and assist with various outreach activities at UNC-TV, including developing the annual exhibit at the North Carolina State Fair, producing materials for use by the UNC-TV Outreach staff at its training and other educational functions, creating materials for use by the UNC-TV Kids Club, and writing or giving speeches for presentation to civic organizations.

ONLINE SERVICES

UNC-TV's Web site (unctv.org) includes video content seen on UNC-TV and PBS, opportunities to donate to UNC-TV, activities for children, and a wealth of educational content for use by educators and students through the UNC-TV LearningMedia section of the site. The site averages 50,000 to 60,000 visits a month. UNC-TV also has a presence in a variety of social media, including Facebook (6,752 friends), Twitter (2,814 followers), and YouTube (18,000 views per month), and produces an electronic newsletter, called the e-Guide, that is e-mailed to approximately 60,000 subscribers twice each month.

MEDIA RELATIONS

Communications and Marketing staff members respond to inquiries from the news media, promote coverage of UNC-TV programs and services by the news media, arrange or participate in promotional partnerships with outside organizations, and assist with the organization of special public events, such as political debates that are held in the UNC-TV studios and broadcast statewide.

2d. CURRENT ENVIRONMENT

Resource allocation

In FY12 the budget for all of UNC-TV's activities totals \$26.5 million. Of that amount, 40 percent is provided by the state of North Carolina; the remainder is derived from the federal government and from private fund-raising efforts. Within UNC-TV's budget, state funds finance the maintenance and operation of the extensive physical plant, including funds for insurance and utilities. State funds also finance closed captioning, information technology, technical operations, and a majority of the budget needed for repairs, supplies, and travel.

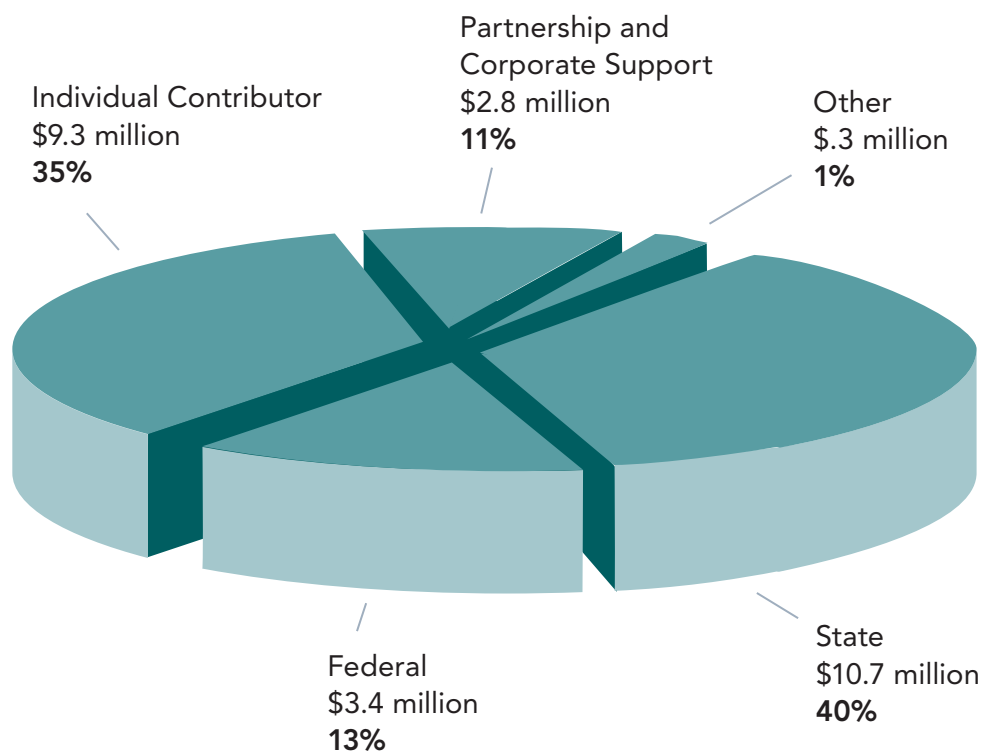
UNC-TV has leveraged state appropriations over the years to increase both federal funding and private giving. Without the state investment, UNC-TV's ability to leverage federal and private dollars would be greatly diminished. The following chart shows the percentage of funds provided from each funding source.



UNC-TV FINANCIAL INFORMATION

Funding Resources FY2012

TOTAL: \$26.5 MILLION



Within the \$26.5 million budgeted for FY12, \$12 million (47 percent) provides for salaries and benefits of both permanent and contract employees. Within the non-personnel budget, \$1.2 million is needed to pay the utility bills for operating UNC-TV facilities and broadcast services and \$4.2 million is required to pay for national services provided by the Public Broadcasting Service (PBS). These services include:

- PBS children's programs—**Sesame Street**, **Curious George**, **Super WHY!**, and **WordGirl**, to name a few—and services benefit all North Carolina children, and those who watch enter school better prepared to learn.
- PBS prime-time programs such as **NOVA**, **NATURE**, **Masterpiece**, **FRONTLINE**, **AMERICAN EXPERIENCE**, and **Antiques Roadshow**.
- UNC-TV LearningMedia—powered by PBS, available at no cost to every educator in North Carolina, providing more than 20,000 interactive learning objects from trusted sources such as PBS, the Library of Congress, and the National Archives to enhance teaching in the classroom or at home.



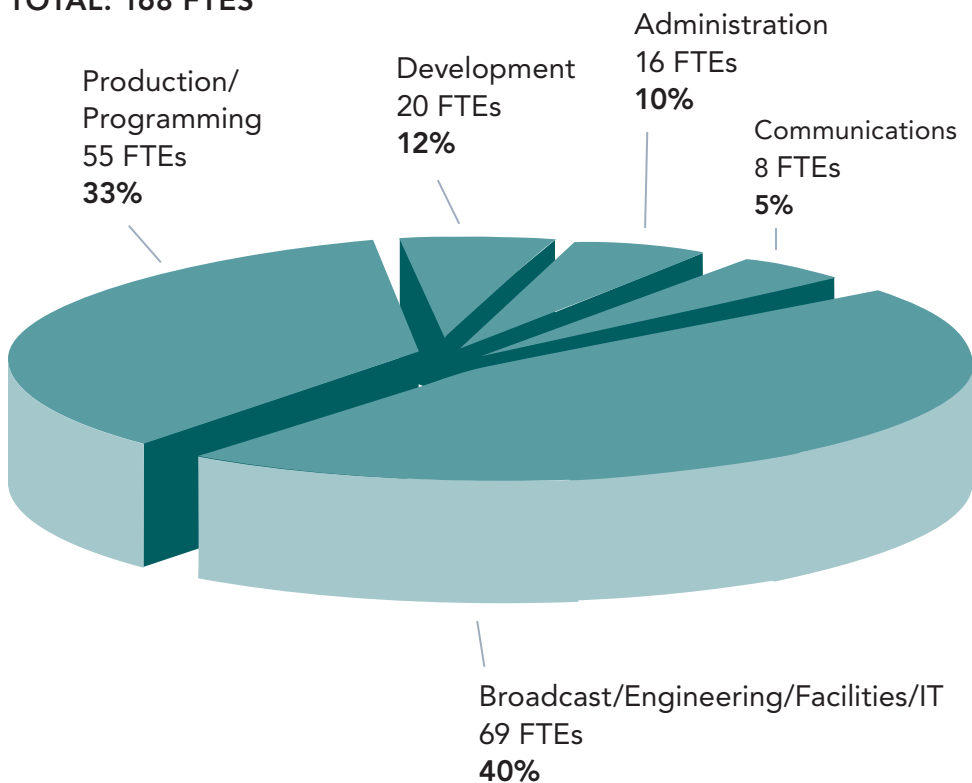
- PBS TeacherLine—professional development courses for teachers.
- PBS fund-raising programs—programs that enhance UNC-TV's ability to raise private funds.
- A nationwide distribution system.
- Online services.

The following chart shows the allocation of full-time equivalent personnel among the operating divisions. Seventy-three percent of employees are directly involved in providing production, programming, or broadcast services to North Carolinians. For each employee in development, approximately \$605,000 is raised through viewer and corporate contributions.

UNC-TV FINANCIAL INFORMATION

Personnel Resources FY2012

TOTAL: 168 FTEs



Seventy-three percent of employees are directly involved in providing production, programming, or broadcast services to North Carolinians.

In 2007-08 UNC-TV's budget supported 216 full-time employees (FTEs). The current budget supports 168, a reduction of 22 percent. This reduction in employees is the result of lower state appropriations and static private funding.

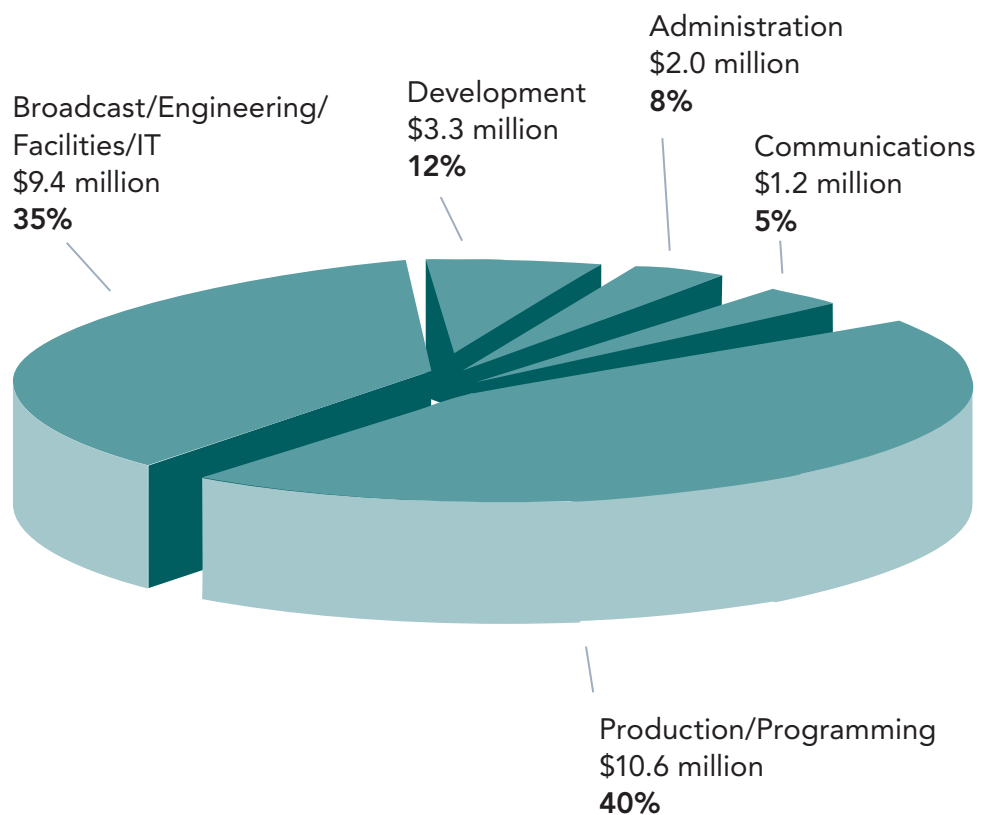
The following chart shows UNC-TV's budget distribution by function. Seventy-five percent of the budget supports broadcast and programming activities. Only 8 percent of the budget supports administration.



UNC-TV FINANCIAL INFORMATION

Program Resources FY2012

TOTAL: \$26.5 MILLION



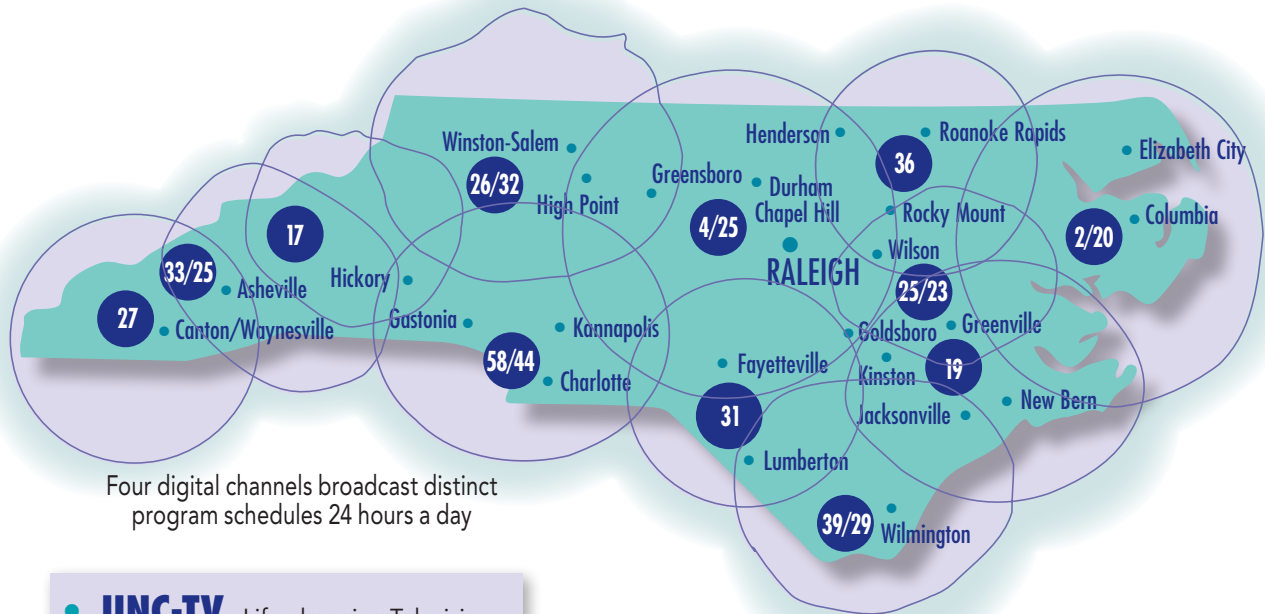
ASSETS

The physical assets of UNC-TV include 12 full-power transmitters, 25 translators (low-power transmitters), a 1,100-mile microwave interconnect system, a state-of-the-art television production facility, a legislative studio, a high-definition remote production truck, and a satellite uplink truck. The North Carolina General Assembly provided the original funding for the construction of UNC-TV's facilities and, in 2000, provided \$65 million through the Higher Education Improvement Bonds to ensure that UNC-TV met the FCC requirements for conversion from analog to digital broadcasting. UNC-TV has a physical presence at 61 locations around North Carolina. In the last 30 years, the state has invested more than \$99 million in capital funding.



UNC-TV's coverage map:

UNC-TV SIGNAL COVERAGE



- **UNC-TV** Life-changing Television
- **UNC-KD** The Kids Channel
- **UNC-EX** The Explorer Channel
- **UNC-MX** Eclectic Mix (digital cable only)

WUNF-TV 33/25
Asheville
WUNC-TV 4/25
Chapel Hill
WUNG-TV 58/44
Concord/Charlotte
WUND-TV 2/20
Edenton/Columbia

WUNK-TV 25/23
Greenville
WUNM-TV 19
Jacksonville
WUNE-TV 17
Linville
WUNU-TV 31
Lumberton

WUNP-TV 36
Roanoke Rapids
WUNJ-TV 39/29
Wilmington
WUNL-TV 26/32
Winston-Salem
WUNW-TV 27
Canton/Waynesville

3a. PROGRAM PERFORMANCE

Performance measures and data

To measure its success in meeting its statutory objectives, UNC-TV uses viewership data, independent viewer satisfaction surveys at the local and national levels, research-based findings of literacy impact, external funding support metrics, and other measures. Some independent external sources of information and their findings are reported below.

The Nielsen Company, a global marketing and advertising research company:

- Over 4.2 million viewers watch UNC-TV at least once weekly.
- Children and parents watch more than 39 million viewer-hours of UNC-TV's preschool and K-6 programs annually.

In a November 2011 independent poll conducted by Elon University:

- 77.7 percent of those responding indicated that it was either "important" or "very important" that there is public television service in North Carolina.
- 68.1 percent stated that UNC-TV's news and public affairs programs are "trustworthy" or "very trustworthy."
- 86.5 percent of those polled watch UNC-TV.

In January 2012 Professor Mileah Kromer of Elon University developed and subsequently analyzed the results of an online survey that UNC-TV offered to visitors of its Web site. The purpose of the survey was to gauge the level of customer satisfaction with UNC-TV and its programs. A total of 2,670 members and users of UNC-TV from across the state completed the survey and evaluated UNC-TV's programs and services. Some of the findings included:

- 95.8 percent of those who responded indicated that it was either "important" or "very important" that public television programs for children be available in North Carolina.
- 77.5 percent indicated they were "satisfied" or "very satisfied" with the children's programming available on UNC-TV.
- 96.8 percent indicated that it was either "important" or "very important" that public television be available in North Carolina.

Additional measures of UNC-TV's performance are listed below.

1. Seventy-nine percent of all preschool children and children ages two to eleven watch children's programs on PBS.⁷ Research verifies that these children enter school better prepared to learn and that the positive benefits of watching public television remain with them throughout

⁷ Nielsen NPower, 9/20/10-9/18/11



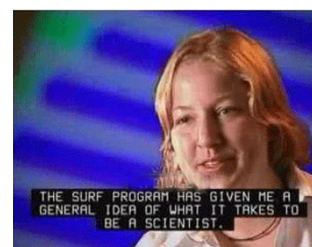
Children and parents watch more than 39 million viewer-hours of UNC-TV's preschool and K-6 programs annually.

their academic careers. One study of teens who had watched the PBS program **Sesame Street** as preschoolers found that “adolescents who were frequent viewers at age five had better grades in high school, read more books for pleasure, had higher levels of achievement and motivation, and expressed less aggressive attitudes” than children who had not been frequent viewers.⁸

2. UNC-TV’s original productions, such as **North Carolina People with William Friday, Folkways, North Carolina Now, and North Carolina Now Legislative Week in Review**, are—and have historically been—well-watched. The longevity of many of UNC-TV’s original series is an indication that North Carolinians use their statewide public television network not only for its strong PBS programs but for programs about North Carolina.
3. UNC-TV’s original productions are supported by corporate partners who, over the past ten years, have invested \$5,664,241 in 606.1 hours of special programs for North Carolinians.
4. Over the past 16 years, UNC-TV has leveraged state funding to secure infrastructure grants amounting to \$6,867,952 from the federally funded Corporation for Public Broadcasting (5 grants) and the National Telecommunications and Information Administration through the Public Telecommunications Facilities Program (PTFP—11 grants). There are more than 350 public broadcasting organizations that vie for these grants whenever they are offered.
5. UNC-TV has provided closed captioning on all of its original productions and has broadcast closed-captioned programs on its services since January 1, 2006. Part of UNC-TV’s mission is to make public television accessible to all. Closed captioning helps fulfill that mission by reaching hearing-impaired viewers. Providing closed captioning was an unfunded federal mandate. UNC-TV received \$500,000 from the North Carolina General Assembly to meet this mandate.
6. Since 2006 UNC-TV’s Outreach team, with the help of volunteer trainers and partners, has conducted 553 workshops and community events attended by more than 206,341 adults and children.



*North Carolina Now
Legislative Week in Review*



⁸ Fisch, Shalom M. and Truglio, Rosemarie T. (Eds). (2001). “G” is for Growing: Thirty Years of Research on Children and **Sesame Street**. Mahwah, NJ: Lawrence Erlbaum Associates.

7. For the most recent two state and national elections, UNC-TV has provided a nonpartisan online voters guide in conjunction with the North Carolina Center for Voter Education. Each online guide was accessed by more than 80,000 visitors.⁹
8. UNC-TV's educational services are used regularly by teachers, caregivers, and parents. UNC-TV LearningMedia—a digital media platform launched in August 2011—offers 20,000 classroom-ready, high-quality learning objects aligned with Common Core and national curriculum standards. More than 1,550 North Carolina teachers are users of UNC-TV LearningMedia, with more registering every day. UNC-TV LearningMedia is offered at no cost to users and is available to all teachers, educators, and homeschool educators in North Carolina.



3b. PROGRAM PERFORMANCE

Achievement of objectives

UNC-TV is meeting the statutory objectives established in N.C.G.S. § 116-37.1. The leadership of UNC-TV believes that the objectives outlined in the statutes are truly meaningful and add value to the lives of North Carolinians, and this belief is echoed by 78 percent of those participating in the Elon University poll who indicated that it was either “important” or “very important” that there is public television service in North Carolina.

4. LINK BETWEEN FUNDING/RESOURCES AND STATEWIDE/SOCIETAL IMPACT

Each day UNC-TV's resources are dedicated to improving the quality of life for North Carolinians, ranging from preparing children to succeed in school, to helping small and often struggling companies and communities to communicate to a statewide market. By using its existing funding/resources in an efficient, effective manner, UNC-TV makes a strong statewide societal impact on any North Carolinian who uses its services.

Specific societal impacts follow.



Sesame Street

⁹ Google Analytics

4a. LINK BETWEEN FUNDING/RESOURCES AND STATEWIDE/SOCIETAL IMPACT

The statewide/societal impact of UNC-TV's children's programs and services

UNC-TV's strongest and most important societal impact is on North Carolina's children. Research shows that through its children's programs, UNC-TV helps educate our state's youngest citizens and helps prepare them to enter school ready to learn. North Carolina's children are better prepared to learn because 67 percent of them watch UNC-TV.¹⁰

It has been well documented that educational television is a cost-effective, research-proven, and popular choice for families, particularly for low-income households. Research compiled by the Nielsen Company indicates that children from low-income homes are more likely than their middle-class peers to watch PBS television programs and consider the children's programming as enjoyable as commercial television.¹¹

The reality is that most children entering kindergarten lacking basic early literacy skills do not catch up to their peers in subsequent years. In fact, the National Adult Literacy Survey found that children who have not already developed some basic literacy practices when they enter school are three to four times more likely to drop out.¹²

According to the most recent Grunwald Survey of educational media, parents and pre-K educators value PBS children's programs, Web sites, and materials far more than resources from commercial broadcasters or any other provider.¹³ According to the same study, parents feel confident in encouraging their children to watch PBS KIDS programs. Parents who do not have the time or skills to help their children learn basic literacy skills trust PBS to be their partners in providing their children with valuable content.

Nearly half of America's children are not prepared to succeed when they enter kindergarten according to data compiled by PBS. PBS programs are particularly effective in engaging disadvantaged children. Recent experimental studies found that when PBS video, online, and print materials were combined with teacher training, lesson planning, and classroom instruction, children from low-income backgrounds were able to make such rapid growth in reading that they closed the achievement gap with middle-class children.



¹⁰ The Nielsen Company and Fisch, Shalom M., and Truglio, Rosemarie T. (Eds). (2001). *"G" is for Growing: Thirty Years of Research on Children and Sesame Street*. Mahwah, NJ: Lawrence Erlbaum Associates.

¹¹ Nielsen Television Index. (2008-2009). PBS weekly cume for 2008-2009 broadcast season.

¹² National Assessment of Adult Literacy. (1993). *National adult literacy survey*. Washington, DC.

¹³ Grunwald Associates, LLC. (2010). *Seventh annual PBS survey of education media and technology*. New York: Author.

- A 2009 study examined the effect of a PBS media-rich curriculum on almost 400 low-income children and their teachers in 80 preschool classrooms. The study found that preschoolers who participated outscored a control group of their peers on all tested measures of early literacy. Furthermore, children who started out at the lowest literacy skills gained the most.¹⁴
- According to a University of Michigan study, children in a Detroit Head Start program were able to catch up entirely with middle-income control groups on standardized reading assessments when they were taught from a curriculum combining multimedia materials adapted from **Sesame Street** with print materials, lesson plans, and teacher training.¹⁵
- A 2000 study done by the University of Pennsylvania looked at the effects of a classroom curriculum that combined **Between the Lions** video with related print resources, lesson plans, and training/mentoring for teachers. The study found that participating teachers became significantly more likely to teach reading using proven instructional strategies and that students posted significant literacy gains.¹⁶
- In 2008-09 the University of Pennsylvania conducted a larger study in 24 preschool classrooms in Mississippi. Students made up to 300 percent gains on measures of basic literacy, far outpacing a control group of students. In just 30 weeks, low-income children had closed the achievement gap with middle-class children.¹⁷

For more than four decades, researchers have documented the benefits that children accrue by watching PBS children's educational programming. Not only do children profit in the short term by acquiring needed literacy, social, and mathematical skills, but research indicates that the programs produce a lasting impact on their behavior and academic success.



Not only do children profit in the short term by acquiring needed literacy, social, and mathematical skills, but research indicates that the programs produce a lasting impact on their behavior and academic success.



Between the Lions

¹⁴ Pasnik, S., Penuel, W. R., Bates, L., Townsend, E., Gallagher, L. P., and Llorente, C. (2010, May). *A media-rich curriculum for improving early literacy outcomes of low-income children: Evaluation results for the Ready To Learn Initiative*. Symposium presentation at the Annual Meeting of the American Educational Research Association, Denver, CO.

¹⁵ Neuman, S. B., Newman, E. H., and Dwyer, J. (2010). *Educational effects of an embedded multimedia vocabulary intervention for economically disadvantaged pre-K children: a randomized trial*. A report prepared for the Corporation for Public Broadcasting, Ann Arbor, MI: University of Michigan.

¹⁶ Wainwright, D. K., and Linebarger, D. L. (2007). *Evaluation of Between the Lions season 6: Characters and cutaways, the impact on appeal and story comprehension*. Philadelphia, PA: Annenberg School for Communication, University of Pennsylvania; Linebarger, D. L. (2006). *The Between the Lions American Indian Literacy Initiative Research Component: Report prepared for the United States Department of Education*. Philadelphia, PA: Annenberg School for Communication, University of Pennsylvania.

¹⁷ Linebarger, D. L. (2010). *Between the Lions Mississippi literacy initiative: 2008–2009 review*. A report prepared for the Corporation for Public Broadcasting. Philadelphia, PA: Annenberg School for Communication, University of Pennsylvania.

UNC-TV'S DIRECT OUTREACH TO CHILDREN, EDUCATORS, AND PARENTS IN NORTH CAROLINA

For the children of North Carolina, UNC-TV provides far more than its broadcasts of PBS children's programming. In 1992 the General Assembly appropriated funding for a UNC-TV-led pilot project called **Sesame Street** Preschool Education Program (SS PEP).¹⁸ The project was well-received by North Carolinians and prompted UNC-TV to develop similar outreach activities around **Mister Rogers' Neighborhood**. In 1999 UNC-TV won a national award from both PBS and the Corporation for Public Broadcasting (CPB) for having the most comprehensive children's outreach program in the United States. In 2002 UNC-TV's outreach program was again selected by both PBS and CPB as a model of program effectiveness that other public television stations should emulate. In 2006 UNC-TV was awarded a grant from PBS to establish centers of excellence in strategic areas across the state that used PBS programming, combined with strategic outreach efforts, to raise parental involvement in children's education and boost children's early literacy skills. An independent evaluation found that UNC-TV's project substantially increased parents' skill in working with their children and expanded the amount of time they spent reading and doing literacy-enhancing activities with them. In addition, students spent more time reading and their early literacy skills improved.

UNC-TV reaches young children where they spend their time and provides tools to support the adults—parents, teachers, librarians, and day care providers—who most influence their learning. Outreach services particularly target families who are the most in need—those that have one or more of these characteristics: low literacy, physical or emotional disabilities, non-English speaking, and rural. UNC-TV joins forces with similar nonprofits like the North Carolina Association for the Education of Young Children (NCAEYC), the North Carolina Community College System, Communities in Schools, Family Child Care Associations, the Military and Veterans Resource Coalition, North Carolina Child Care Resource and Referral, North Carolina Cooperative Extension/4-H, North Carolina Partnership for Children, the State Library of North Carolina, Marbles Kids Museum, the North Carolina Museum of Natural Sciences, day care providers, teachers, parents, and guardians to enhance and supplement their work in meaningful and significant ways.

¹⁸ SS PEP is an educational enrichment program for three- to five-year-olds that makes learning a fun and challenging adventure by using the educational goals of the **Sesame Street** show, children's books, and developmentally appropriate activities. This program seeks to: (1) stimulate children's natural curiosity, (2) help children learn about the world around them, (3) provide opportunities for children to develop to their full potential, (4) foster a love of reading, (5) boost positive self-esteem, (6) enhance children's language and literacy skills, and (7) develop an appreciation of human diversity.



UNC-TV reaches young children where they spend their time and provides tools to support the adults—parents, teachers, librarians, and day care providers—who most influence their learning.

UNC-TV AWARDS

- 1999—national award from both PBS and the Corporation for Public Broadcasting (CPB) for having the most comprehensive children's outreach program in the United States
- 2002—outreach program was again selected by both PBS and CPB as a model of program effectiveness that other public television stations should emulate
- 2006—awarded grant from PBS to establish centers of excellence in strategic areas across the state that used PBS programming, combined with strategic outreach efforts, to raise parental involvement in children's education and boost children's early literacy skills



The services you provide are truly making a difference....

—Jessica Moss
Executive Director
KidSenses Children's
Museum
Rutherfordton, NC



UNC-TV's activities span a broad spectrum, but highlights include:

Offering quality professional development for educators

UNC-TV is an "exempt professional development agency" recognized by the North Carolina Division of Child Development for providing contact hour credits (CHCs) for standards-based workshops for child care providers and teachers. UNC-TV has awarded 3,138 contact hour credits to these educators over the last two years. The North Carolina Division of Child Development also recognizes UNC-TV as a provider of Continuing Education Unit Credits (CEUs) for prekindergarten and early elementary teachers. UNC-TV has awarded 67 continuing education credits to teachers over the past year.

UNC-TV is invited to present annually at conferences, including the National Association for the Education of Young Children (NAEYC), the North Carolina Association for the Education of Young Children (NCAeYC), Smart Start, Head Start, and the ASK Conference—Advancing Skills and Knowledge for Child Development Professionals. In 2010-11 UNC-TV's Educational Outreach staff, along with contracted trainers, conducted 27 workshops, educating 1,140 adults and impacting 10,962 children. The staff also participated in 101 additional outreach events that attracted 51,257 children.

On a quarterly basis UNC-TV partners with four community colleges: Wake Technical Community College, Durham Technical Community College, Johnston Community College, and Alamance Community College. UNC-TV works with teachers at these community colleges to help them incorporate PBS resources into their classroom instruction for early childhood education students.

Hosting events for preschoolers entering kindergarten

UNC-TV, in conjunction with several school systems and other partners like Marbles Museum, has created highly successful "Kickoff to Kindergarten" events where young children can register for school, practice boarding a real school bus, sample tasty options for healthy snacks and lunches, get a library card, and take home goody bags filled with school supplies. School officials speak with parents about the importance of immunizations and other aspects of getting a child ready for school. Last year alone more than 3,000 parents and children benefited from these events.

Conducting workshops that address important childhood health issues

UNC-TV has worked with partner agencies to tackle important childhood health issues. One example is the partnership UNC-TV has with Pitt County Memorial Hospital, the North Carolina Nurses Association, and asthma coalition groups in Cleveland, Wake, Cumberland, Craven, Lenoir, and Greene

“

Thank you for a wonderful and powerful workshop... I am grateful to have received more resources to utilize for classroom instruction....

—Eboni Williams
Classroom Teacher
Hoke County Schools

”

BY THE NUMBERS

- UNC-TV has awarded 3,138 CHCs over two years.
- UNC-TV has awarded 67 CEUs to teachers in the past year.
- UNC-TV conducted 27 workshops at conferences, educating 1,140 adults and impacting 10,962 children in the past year.
- UNC-TV created "Kickoff to Kindergarten," attended by more than 3,000 parents and children last year.
- UNC-TV participated in 101 outreach events that attracted 51,257 children last year.



Counties to sponsor workshops that provide materials for doctors and nurses to use in educating families and children about childhood asthma. The materials are based on the PBS program **Arthur**. Other workshops teach child care providers and parents about issues such as nutrition, the importance of movement, and childhood hunger.

Supporting children's literacy skills

UNC-TV works with public libraries, educators, and children's authors to sponsor a yearly writers contest. Some of North Carolina's winners have gone on to win national prizes. In cooperation with the State Library of North Carolina, UNC-TV has provided supplemental resources to libraries, as well as scheduled workshops for Mr. McFeely from **Mister Rogers' Neighborhood**, to talk with parents and children across the state. UNC-TV also hosts summer reading camps, reading buddies programs, literacy parties, and storytelling events throughout North Carolina.

Assisting Latino families

UNC-TV partners with organizations like Migrant Head Start and La Fiesta del Pueblo to distribute much-needed educational materials written in Spanish to Spanish-speaking families.

Providing STEM resources and training

PBS offers 11 series on science, technology, engineering, and math. UNC-TV offers a variety of workshops to parents and educators to help them cultivate and increase students' abilities in those areas.

Aiding military families

UNC-TV is collaborating with the North Carolina Department of Public Instruction and the Military and Veterans Resource Coalition to distribute PBS resources, such as the **Sesame Street** booklets called *When Families Grieve*, and to offer workshops and community events that provide fun yet educational events for military personnel and their children.

Throughout North Carolina, teachers and other caregivers know that they can find high-quality, research-based educational tools and materials from UNC-TV. These tools and materials, which are appealing to children, are grounded in research and are closely aligned with state and professional academic standards.

UNC-TV is an important partner in the state's ongoing effort to ensure that young children, particularly the disadvantaged, have meaningful opportunities to be successful in school and throughout life.



Throughout North Carolina, teachers and other caregivers know that they can find high-quality, research-based educational tools and materials from UNC-TV.

4b. LINK BETWEEN FUNDING/RESOURCES AND STATEWIDE/SOCIETAL IMPACT

The statewide/societal impact of UNC-TV's original programming

In addition to the social and educational impact of its children's programming, UNC-TV produces programs that are educational, informational, life-changing, entertaining, and inspiring for people of all ages. It is the only television entity in the state that can disseminate information and content to all North Carolinians simultaneously. UNC-TV's original productions are the means through which all North Carolinians can receive an in-depth understanding of what is happening at the North Carolina General Assembly, hear directly from state leaders, and gain further insight into the state's history, culture, and heritage.

UNC-TV's original productions document and celebrate North Carolina. The programs are a visual chronicle of North Carolina and a reflection of the state and its people. These productions showcase the state's cultural treasures, explore its natural history and beauty, examine important issues, and interview interesting residents and experts. By watching UNC-TV's original productions, viewers are better able to understand the issues facing their community and state, receive information that is objective and unbiased, and become connected to the important conversations happening across the state.

In creating a wide variety of original productions, UNC-TV is able to share a diversity of content with viewers. Just as one community or county does not represent the whole of North Carolina, one program or series cannot tell the state's entire story. It takes a large number and variety of original programs to explain this complex and diverse state and its people. Since 1985 UNC-TV has produced and distributed 728 original programs and series in the program genres of documentary, how-to, performance, public affairs, special projects, education, government and policy, and athletics. All of these programs and series reflect the rich tapestry of a growing and ever-changing state.

COVERAGE OF STATE GOVERNMENT AND POLICY MAKING

Legislative coverage has long been a staple of UNC-TV's public affairs programming. Since 1984 UNC-TV has dedicated significant resources to covering each session of the General Assembly by sending a production unit consisting of a reporter, engineer, producer, and videographer to cover the legislative sessions in Raleigh. Through programs such as **Stateline**, **Ask the Governor**, **Ask the Legislative Leadership**, **Legislative Report**, and other



“

[E]xcellent shows are produced right here...by UNC-TV, and [they] have an international quality to the production indistinguishable from shows done in New York or Los Angeles or beyond....

—Dr. Lawrence Wheeler
Director
North Carolina
Museum of Art

”



North Carolina Now
Legislative Week in Review

special coverage such as the Governor's State of the State address, UNC-TV has given North Carolinians regular reports on the activities at the General Assembly. In 1995 UNC-TV created **Legislative Week in Review** to provide comprehensive coverage of the most important bills and issues that come before the state House and Senate. In 2011 **Legislative Week in Review** combined forces with **North Carolina Now** to produce **North Carolina Now Legislative Week in Review**. On Friday nights at 7:30 p.m. during the session, the program takes viewers inside committee rooms and into the hallways of the legislature to understand the business of the General Assembly. Each program features a wrap-up of the week's activities, in-depth looks at pending legislation, interviews with lawmakers, and an analysis of the week's events provided by members of the Capital Press Corps.

UNC-TV is proud of its coverage of legislative affairs. In the past 25 years, more than 320 programs have focused on the work of the General Assembly. Today this coverage is also offered online, providing viewers with even greater access to state lawmakers and the legislative process.

ECONOMIC DEVELOPMENT SUPPORT

UNC-TV is a partner in supporting local community efforts to build economic capacity and to support nonprofit organizations by providing coverage of these efforts in its original productions.

North Carolina Now, North Carolina Weekend, Our State, Black Issues Forum, and other programs have featured stories and individuals that inform viewers of the state's businesses, industries, and educational, cultural, and historical offerings. Corporations, nonprofit organizations, educational institutions, cultural institutions, the hospitality industry—these and other entities benefit from UNC-TV's statewide reach with information about their organizations, their missions, and their goods and services. UNC-TV provides a critical service to these groups because nonprofits and emerging businesses typically do not have the resources needed to reach a statewide audience. By creating awareness of North Carolina's business, cultural, educational, recreational, and historical climate, UNC-TV contributes to building North Carolina's economy.

This is why, since 2002, many North Carolina educational and cultural institutions have made significant investments to partner with UNC-TV. Ten years ago UNC-TV launched an ambitious partnership initiative, which resulted in bringing in \$5.6 million to pay for new projects that generated more than 600 hours of life-changing television for its viewers. These partnerships al-



low UNC-TV to:

- Increase original content that is unique, distinctive, and valuable.
- Increase the number of programs and services UNC-TV develops for and about North Carolina.
- Assist in solving social and educational problems, make a difference in people's lives, and improve the quality of life in the state.
- Assist other public service organizations in achieving their goals.

The positive responses from UNC-TV's partners speak volumes:

“

*We are so proud of our partnership with UNC-TV and **North Carolina Weekend**. This programming has helped to tell the story of wonderful people and places to discover (and visit) all across our great state. The response we continue to receive from viewers and from our in-state tourism partners is overwhelmingly positive. [May 13, 2010]*

*We continue to hear positive comments about UNC-TV's **North Carolina Weekend**. Moreover, we are proud of the way it showcases important sites and attractions all across our great state. [May 24, 2010]*

—Lynn Minges
Assistant Secretary for Tourism, Marketing,
and Global Branding
North Carolina Department of Commerce

I am convinced that without the support of UNC-TV and the exposure it gave we would have been much diminished in our reach to the public.

Without question, the support of UNC-TV translates into numbers, into audience, into memberships, into revenue.

These excellent shows are produced right here in North Carolina by UNC-TV, and I think have an international quality to the production indistinguishable from shows done in New York or Los Angeles or beyond.

These are so important to sustaining the museum, and UNC-TV is an invaluable partner. [September 2009]

—Dr. Lawrence Wheeler
Director, North Carolina Museum of Art
[referencing the value of the seven partnership
programs with UNC-TV on important exhibitions]

”



North Carolina Weekend





The partnership with UNC-TV helps us fulfill our mission to educate people about their environment by helping us have a broader impact, going into everyone's home in North Carolina, into homes and states neighboring North Carolina.

*There isn't another partnership like the partnership the North Carolina Museum of Natural Sciences has with UNC-TV. **Exploring North Carolina** is a seven-year TV series that has been enabled by this partnership. And it's fabulous. And I would suggest people need to do more of this.*

[February 2010]

—Dr. Betsy Bennett
Director, North Carolina Museum of Natural Sciences

It's been a wonderful partnership because we get to perform for many more people than we would reach just on the stage alone.

UNC-TV is the only outlet for culture and the arts in today's world. Public television provides a service that no other network or TV station provides.

So the fact that we have UNC-TV is a blessing because that's the only place you can find this kind of programming today. [March 2010]

—Robert Weiss
Artistic Director, Carolina Ballet



Exploring North Carolina



Carolina Ballet

UNC-TV's original productions contribute positively to the state's economic development by:

- Promoting emerging and lesser-funded nonprofit organizations and businesses. **North Carolina Now** newsmaker interviews with members of the Senior Helpers, Triad Stage, the North Carolina Shakespeare Festival, and North Carolina Prevention Partners provided an opportunity for these organizations to reach viewers across the state.
- Helping to attract new business to rural areas. North Carolina's Northeast Commission reported new interest in the region following the broadcast of several *North Carolina Rising* reports on **North Carolina Now**.
- Sharing helpful business advice with small businesses. Feedback from Avoca, a botanical extraction company located in Merry Hill, following the broadcast of a *North Carolina Rising* story on **North Carolina Now**, stressed the importance of sharing the stories of small business as concrete examples of success.

- Spurring tourism. The Alamance County Arts Council reported attendance of 1,000 visitors after the **North Carolina Weekend** broadcast of a story about its “Beyond the Frame” exhibition. Most of these visitors had attended as a result of seeing the **North Carolina Weekend** story.
- Generating additional business for well-established North Carolina businesses. Meadow Mills, Inc., Sunburst Trout Company, and EnergyX-change reported an increase in business activity following the broadcast of *North Carolina Rising* stories on **North Carolina Now**.
- Replacing negative images of rural North Carolina with positive images. Mitchell County economic developers provided feedback that *North Carolina Rising* feature stories showcased the creativity and ingenuity found in rural areas of the state.
- Enhancing local efforts to build economic development clusters. UNC-TV has produced four **Triad CEO Forum** programs since 2003 looking at the continuing development of specific economic development clusters, such as logistics and biotechnology, that are transforming the Triad region’s economy.
- Providing useful employee training materials and recruitment tools. The Bent Creek Germplasm Repository at the North Carolina Arboretum and PRC Industries are using *North Carolina Rising* stories as part of their employee and volunteer training programs.
- Linking people to one another and to community assets. North Carolina Department of Cultural Resources Secretary Linda Carlisle provided feedback that a **North Carolina Now** interview connected the state’s residents with the department’s Second Saturday program and the rich resources at state historic and cultural sites.
- Referring North Carolinians to additional resources on the Internet. UNC-TV’s Web site (unctv.org) connects North Carolinians to a variety of Web sites, such as the Division of Travel and Tourism’s site to provide more information on the features shown on **North Carolina Weekend**.
- Raising the interest of potential investors in North Carolina’s communities and companies. Medicago, Inc., reported calls from potential investors following the broadcast of a *North Carolina Rising* feature about the company on **North Carolina Now**.
- Raising the visibility and awareness of important regional efforts. Wake Forest economic developers reported an increase in attendance and



“

I just wanted to express my appreciation and that of the Alamance County Arts Council for the wonderful piece on the Beyond the Frame exhibition....

”

—Janet Andrews
Alamance County
Arts Council



economic activity around one of its arts initiatives, Art After Hours, following a report about the event on **North Carolina Weekend**.

- Linking public television viewers with information about North Carolina products. **North Carolina Now** devoted an entire program to the state's sweet potato industry. The program featured interviews with North Carolina sweet potato producers and information about Yamco, Inc., and Ham Produce Company in Snow Hill and the products they produce.
- Utilizing the power of media to tell stories that resonate with modern consumers. Business owner Marilyn Cox reported a "shot in the arm" in regard to sales of her North Carolina-made insect repellent following the broadcast of a **North Carolina Now** feature story on this environmentally friendly business.
- Fostering pride among company employees and the community. PRC Industries reported positive feedback from the community following the broadcast of a *North Carolina Rising* feature on **North Carolina Now**.
- Sparking additional media coverage. WLOS-TV in Asheville covered the EnergyXchange after seeing a *North Carolina Rising* feature about the organization on **North Carolina Now**.

UNC-TV ARCHIVES NORTH CAROLINA HISTORY

North Carolina is a state rich in history and tradition. UNC-TV's programs capture every aspect of life in North Carolina: political, educational, cultural, recreational, historical, and musical. These programs are preserved for the future in UNC-TV's library and represent a powerful archive of the state. An important example of such programming is UNC-TV's **Biographical Conversations** series. North Carolina has produced artists, writers, politicians, and athletes who have achieved national and international stature—but who also had a defining impact on this state. UNC-TV records the personalities, insights, and successes of these extraordinary North Carolinians—Jesse Helms, John Hope Franklin, Mary Semans, and Hugh McColl, to name a few—through extensive interviews and the use of vintage and contemporary photographs, permanently documenting the lives of these individuals. **Biographical Conversations** is an ongoing original production of UNC-TV and is funded by a private grant from the A. J. Fletcher Foundation.

UNC-TV records approximately ten hours of interviews with each individual featured in the series and then edits the interviews into three one-hour programs. Since its inception in 1998, the **Biographical Conversations** series

“

I am so grateful for your providing a venue to tell the much broader story of the department and its impact. As we are all a part of the state's creative economy, it is wonderful to have UNC-TV as a partner and collaborator.

—Linda A. Carlisle
Secretary
North Carolina
Department of
Cultural Resources

”



Jesse Helms



John Hope Franklin

has recorded more than 228 hours of interviews with 19 guests and produced 51 hours of television programming. All of the unedited interview tapes are available to historians, scholars, and others to utilize now and in the future creating a valuable archive. Seven of the guests featured in this series have died in recent years, making these interviews an important legacy of their life and work.

UNC-TV is able to have this statewide/societal impact because of its existing funding/resources.

5a. PROGRAM JUSTIFICATION

Rationale for recommended funding level

UNC-TV provides broadcast and outreach services because of the financial support from the North Carolina General Assembly. State funding leverages federal funding, and together they generate critical private financial support from viewers and corporate donors. The domino effect of diminished state, federal, and private support would make it impossible for UNC-TV to provide service statewide.

5b. PROGRAM JUSTIFICATION

Consequences of discontinuing or reducing program funding

As indicated in the previous section, the state's appropriation to UNC-TV is lynchpin funding. If state funding is reduced, UNC-TV's staff, using the Strategic Plan, will determine operational reductions. UNC-TV will focus on its highest priorities, including making every effort possible to continue the broadcast of PBS programs.

ELIMINATION OF STATE FUNDING

If state funding is eliminated, the associated reductions in federal funding and contributor funding will require the closure of the statewide network. The state will lose access to valuable spectrum and will need to dispose of the physical plant and transmission facilities. Alternative infrastructure for the state's emergency communications capability will need to be identified and funded.

UNC-TV's primary source of federal funding is the Community Service Grant (CSG). Awarded by the Corporation for Public Broadcasting and determined by formula, the current annual award is \$3.4 million. A loss of state funding will result in a reduction of \$1.2 million in CSG funding to UNC-TV.



UNC-TV provides broadcast and outreach services because of the financial support from the North Carolina General Assembly. State funding leverages federal funding, and together they generate critical private financial support from viewers and corporate donors. The domino effect of diminished state, federal, and private support would make it impossible for UNC-TV to provide service statewide.

Assuming that viewer contributions and corporate support remain constant, the combined state and federal reductions (\$12 million) would leave \$14 million available for UNC-TV to pay the PBS dues (\$4.2 million) and maintain its 12 transmitters, 25 translators (low-power transmitters), and 1,100-mile microwave system, remaining infrastructure, facilities and engineering expenses (\$6.7 million). Development (\$2.3 million), administration (\$1.5 million), communications and marketing (\$1.2 million), information technology (\$1.5 million), facilities (\$.5 million), and programming and educational services (\$1.7 million) expenses total \$8.7 million. Without state funding, UNC-TV has \$14 million to cover \$19.6 million of expenses, excluding original production, in order to maintain its current level of service in North Carolina.

In this scenario, UNC-TV must eliminate the production of original programs due to lack of resources and capacity. Without original programming, UNC-TV's ability to leverage private support is severely compromised, thereby making any assumption of status quo viewer and corporate contributions unrealistic. The net result is that the current statewide public television network that is UNC-TV could not continue.

REDUCTION IN STATE FUNDING

In contemplating the consequences of reduced state funding, the leadership of UNC-TV has investigated several alternatives.

1. ***Shut down the transmission¹⁸ system for eight hours a day.***

By broadcasting 16 rather than 24 hours a day, UNC-TV would slightly reduce utility expenses. If UNC-TV broadcast for less than 24 hours a day, cable and satellite providers would still be required to carry the signal through the federally mandated "must-carry" rules. However, there are no "must-carry" rules for secondary services. Cable and satellite providers would not be required to carry UNC-KD, UNC-EX, and UNC-MX; because these services would no longer be 24-hour services, they would most likely be discontinued. In addition, modern transmission equipment is designed to operate 24 hours a day. Turning the transmission system on and off each day would offset any power savings because of the increased wear and tear on the equipment and the resulting increased maintenance costs.

“

[W]e rely on UNC-TV's continued efforts to provide us with high-quality over-the-air programming, and very much hope that you will continue to do so.

—Steven C. McRae
Attorney
Graham, N.C.

”



¹⁸ The transmission system includes transmitters, translators (low-power transmitters that translate the broadcast signal from the transmitter to other translators), and the microwave system.

2. Discontinue UNC-KD, UNC-EX, and UNC-MX.

Eliminating UNC-KD, UNC-EX, and UNC-MX would save approximately \$90,000 annually in program and personnel costs. Content for these three services are program repeats or programs that UNC-TV obtained the rights to when purchasing other programs for the UNC-TV service. UNC-TV is stretching program dollars by using these otherwise unused programs on UNC-KD, UNC-EX, and UNC-MX. The digital conversion created the opportunity to offer three additional channels at no additional engineering or technical costs. UNC-KD, UNC-EX, and UNC-MX increase viewership and donors—UNC-EX alone generates close to \$100,000 in private contributions. The loss of contributions from viewers of the three additional services would exceed the savings from shutting them down.

3. Shut down individual transmitters.

Shutting down a transmitter site will result in a loss of service for viewers in the impacted region getting their signal off-air, by cable, or by satellite. Many cable systems receive UNC-TV directly from the broadcast signal provided by the transmitter or the translators and microwave fed by the transmitter. Additionally, cable and satellite companies carry only television stations broadcasting in the area.

The Federal Aviation Administration requires towers to be continually lit, thus necessitating basic power and tower maintenance. Further, the microwave systems at each site must also operate continually because of their integration with the State Highway Patrol and other emergency responder communication systems. Emergency power backup, HVAC, the building, and access roads must also be maintained because of the remaining users at the sites.

4. Eliminate UNC-TV's state support for original productions.

UNC-TV currently spends \$5.2 million on original productions. Of this amount, \$1.3 million is appropriated by the state. That budget breaks down into the following funding categories:



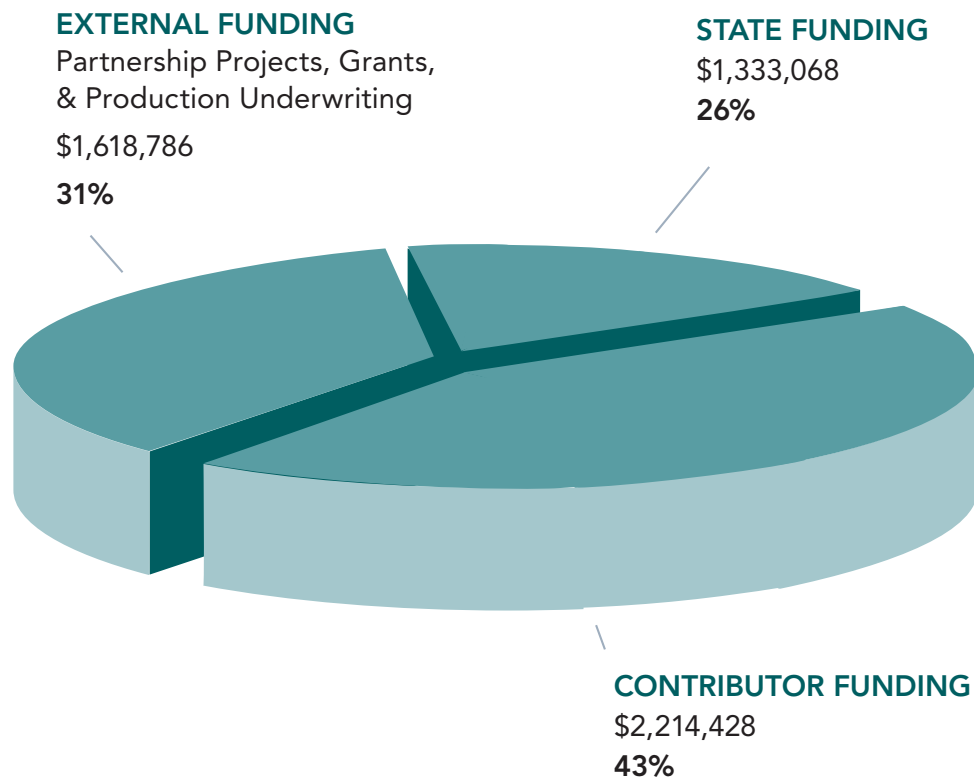
*Masterpiece MYSTERY!
Agatha Christie's Miss Marple*



Rick Steves' Europe

UNC-TV PRODUCTION & TECHNICAL OPERATIONS

Funding Sources FY2012



State funding pays for the salaries and benefits of 16 full-time staff members, as well as the following operating expenses:

- \$186,471 for closed-captioning expenses for all of UNC-TV's original productions. Closed captioning is mandated by the FCC for all of UNC-TV's broadcast programs.
- Motor vehicle management and insurance.

Each dollar provided by the state is leveraged to bring in \$2.88 in external funding through partnership projects, grants, production underwriting, and contributor funding. This external funding would be lost without the state appropriation. The combined state and private funding results in programs for North Carolinians about North Carolina that enable the organization to raise funds from contributors.



SUMMARY

The North Carolina General Assembly made the decision in the 1970s to construct one entity to provide public television programs and services to the entire state at a far lower cost than having individual community stations. This state network model is efficient—one headquarters with one staff to provide public television to all of North Carolina. Other states, such as Texas, may have as many as—or even more than—ten community public television stations, each with a costly and redundant infrastructure, perhaps providing public television to their community efficiently—but almost certainly to their state, inefficiently.

It is impossible and unwise now for North Carolina to turn to the community station model and still serve the entire state with public television programs and services. Rural areas could not support this community station model, and they are arguably the population areas that need and benefit the most from public television. In establishing UNC-TV, the General Assembly invested in an infrastructure that provides to all North Carolinians high-quality television programs, emergency services, educational services, and programs that help preschool children enter school ready to learn.

Without public television, North Carolina’s children would lose the most. PBS children’s programs would be unavailable to most of North Carolina’s preschool children, especially in rural areas where they help to ensure educational equity. Not having access to public television would put all of North Carolina’s children at a significant disadvantage to children in other states who do have access to the substantial benefits of public television.

6a. RECOMMENDATIONS TO IMPROVE EFFICIENCY AND EFFECTIVENESS

Recommendations for improving services

As detailed below, UNC-TV is an efficient organization, partially resulting from the absorption of past state funding reductions while trying to maintain a public television presence in North Carolina. UNC-TV has worked to maintain its core services in this current economic environment.

“

Thank you, UNC-TV for all you’ve done for me. You have helped me be the very best that I can be....

—Gabe Turner
Former Winner
PBS KIDS GO!
Writers Contest

”



Without public television, North Carolina’s children would lose the most.

6b. RECOMMENDATIONS TO IMPROVE EFFICIENCY AND EFFECTIVENESS

Recommendations for reducing costs or duplication

EFFICIENCY

Throughout the history of UNC-TV, its board, management, and staff have worked diligently to be as efficient as possible and to use the funds entrusted to it by state and federal governments, individuals, corporations, and foundations wisely, carefully, and effectively. Over the past 19 years, the management team has worked to ensure that the network is cost-effective. Between 1999 and 2008, despite a loss of state funding and static private fund-raising, UNC-TV maintained its level of service to the state by finding operational efficiencies throughout the organization. Great efficiency was accomplished through tight financial management, self-imposed and state-imposed hiring freezes, and a strict needs analysis for any position that became vacant. With each budget reduction, UNC-TV has made the necessary cuts to protect its core services in a manner that has allowed it to continue to maintain its PBS membership and to deliver a public television signal to the entire state.

BEFORE 2007-08

In 2006 UNC-TV participated in the University of North Carolina system-wide President's Advisory Commission on Efficiency and Effectiveness (PACE), an initiative of President Erskine Bowles to seek guidance from business leaders and others on how to make operations less bureaucratic and more businesslike. As part of this initiative, UNC-TV eliminated 13 full-time vacant positions. The savings from the elimination of these positions, along with the achievement of other efficiencies, resulted in a reallocation of \$1,117,272 to finance new productions focused on North Carolina and to meet the increased costs of purchasing PBS programs.

FY08

At the beginning of FY08, it became apparent that UNC-TV could no longer reduce costs and create efficiencies exclusively through not filling positions as they became vacant—the “low-hanging fruit” was gone and vacancies were occurring in positions essential to UNC-TV’s operations. To address the need to reduce budgets while maintaining operations, the leadership of UNC-TV created two task forces: one to evaluate operational efficiency (Operational Efficiency Task Force) and another to evaluate staffing efficiency (Staffing Efficiency Task Force).



The recommendations of the Operational Efficiency Task Force included items such as:

- Streamlining procurement to reduce the cost of purchasing routine and low-cost items.
- Implementing, in conjunction with UNC General Administration, a mobile communications allowance plan to reduce the purchase of phones and associated maintenance costs.
- Eliminating the use of private employment agencies and exclusively using the Office of State Personnel's Temporary Solutions.
- Consolidating desktop printers to send printing to larger, more cost-efficient group printers.
- Consolidating copiers and fax machines.
- Increasing the use of leased vehicles.
- Reducing costs associated with the production of *CenterPiece*, UNC-TV's monthly program guide.

The focus of the Staffing Efficiency Task Force was to determine whether there were redundancies in staffing within the organization. As a result, UNC-TV abolished 15 positions (five vacated positions and ten filled positions) and was able to reallocate the funds from those positions to meet higher-priority needs.

FY09–FY11

Each time a position was vacated, the management staff at UNC-TV determined whether to fill the position in its current form or to redeploy funds to better meet operational needs. This ongoing focus on efficiency has served the organization well as the economy has reduced funds available and budgets have been further reduced by the General Assembly. For UNC-TV, the loss of state funding from FY09 to FY11 resulted in:

- Fewer original productions. Original production hours dropped from more than 440 hours in FY09 to 357 hours in FY11.
- **North Carolina Now** airs new programs with more repeat segments Monday through Thursday. Its Friday program consists of all repeat material.
- Reduction in the number of contract personnel used in original production, except in instances where there is an outside partnership or underwriter funding.



- Elimination of series and/or specials due to reassigning Production staff to work on projects previously staffed by contract personnel:
 - **North Carolina Visions**, a project that showcased the work of independent filmmakers throughout the state.
 - **North Carolina Tax Break**, a yearly program that connected viewers with tax experts who could provide answers to their tax questions before the filing deadline occurred.
 - **Education Forum**, a quarterly program that featured resources and topics of interest to educators around the state.
- Diminished ability to respond to timely subject matter on **North Carolina Now**.
- Reconfiguration of the 60-minute program **Legislative Week in Review** into a 30-minute program, **North Carolina Now Legislative Week in Review**.
- Reduction in election coverage.

FY12

In FY12 UNC-TV received a 12 percent permanent reduction of state funds. This brought the total reduction of state funds over the last three years to \$3.6 million. In UNC-TV's budget, 85 percent is dedicated to operating the facilities to deliver PBS programs, paying the PBS dues, and raising funds to purchase the PBS programs.

Budget cuts have inevitably impacted personnel: there are 48 fewer positions at UNC-TV than there were six years ago.

To quantify the impact of this latest budget cut of 12 percent, UNC-TV is:

- Reducing its Engineering Department personnel by three positions.
- Cross training other staff members.
- Decreasing the Accounting staff by one employee by assigning job responsibilities to existing staff.
- Reducing Production staff, resulting once again in less staff to deal with timely subject matter and more repeat content.
- Eliminating budgeted overtime for employees subject to the Fair Labor Standards Act by allowing compensatory time in lieu of paid time.
- Reclassifying 11 state-funded positions to non-state one-time unexpended carryover funds.
- Reducing equipment purchases/capital outlay.
- Delaying the replacement of equipment beyond life expectancy.
- Extending replacement schedules to maximum performance levels while ultimately affecting the high performance required to maintain UNC-TV's 12 transmitter sites across North Carolina.



As recently as the current fiscal year, UNC President Tom Ross asked his internal audit staff to review the relationship between UNC General Administration and UNC-TV to determine ways to make operations more efficient for both entities, as well as to recommend further operating efficiencies for consideration by UNC-TV management. Among the findings, the following recommendations were adopted:

- Exploring opportunities for joint housekeeping contracts with the North Carolina State Education Assistance Authority, an entity of the University physically located near UNC-TV.
- Sharing resources with nearby related organizations when practical.
- Consolidating with UNC General Administration's IT Department any duplicative IT functions where practicable and increasing cooperative effort between organizations.
- Utilizing an improved budget entry process.
- Reducing unneeded forms and capitalizing on electronic interfaces in the accounts payable process.
- Sharing a single fixed assets person with UNC General Administration.

EFFECTIVENESS

This Continuation Review parallels UNC-TV's goal to continually assess its effectiveness and brings an even sharper focus to the process in the current year. Each year UNC-TV's leadership and Board of Trustees review and update the Strategic Plan. To ensure the organization is effectively serving the public good, the update includes the following areas:

1. A stakeholder needs assessment, as well as an analysis and utilization of the needs assessment.
2. The evaluation of the appropriate mix of UNC-TV's original programming versus programming from PBS and other sources.
3. The value of public broadcasting in the new media age and relevance of public television in the current media environment.
4. UNC-TV's role in educating North Carolinians: preschool, K-12, GED, postsecondary, continuing, and life-enrichment education.
5. UNC-TV's service to rural and underserved communities.
6. UNC-TV's role in economic development.
7. Opportunities for additional revenue generation.
8. Broadcasting integrity and government funding.



6c. RECOMMENDATIONS TO IMPROVE EFFICIENCY AND EFFECTIVENESS

Recommendations for statutory, budgetary, or administrative changes needed to improve efficiency and effectiveness

Current statutory authority provides the ability to continue to streamline and focus resources consistent with the Strategic Plan. However, UNC-TV recommends the following to restructure the composition of UNC-TV's Board of Trustees.

The UNC-TV Board of Trustees structure should change: add three Board of Governors-appointed individuals and alter the language for ex officio members, removing one from the by-laws.

Rationale

UNC-TV's Board of Trustees is first and foremost a community advisory board, and second, a fund-raising board. The board currently consists of four members appointed by the Governor, one member appointed by the President Pro Tempore of the North Carolina Senate, one member appointed by the Speaker of the North Carolina House of Representatives, 11 members appointed by the UNC Board of Governors, and five ex officio members (the Superintendent of the North Carolina Department of Public Instruction, the Secretary of the North Carolina Department of Cultural Resources, the Secretary of the North Carolina Department of Health and Human Services, the President of the North Carolina Community College System, and the President of the University of North Carolina). Ex officio members offer wise counsel and help create partnerships with UNC-TV; however, they do not fund-raise for the organization. Of the five ex officio members, the connection with the Department of Health and Human Services is the least clear. UNC-TV recommends that the Secretary for Health and Human Services no longer be an ex officio member of UNC-TV's Board of Trustees and that three additional members be appointed by the UNC Board of Governors to provide greater geographic representation and strengthen UNC-TV's private fund-raising efforts.

7a. EXTERNAL FACTORS

Policy issues for consideration by the General Assembly

Throughout this report UNC-TV has demonstrated its value to the citizens of North Carolina, from those in urban areas to those in the remote regions of the state who would not receive public broadcasting service otherwise. Children who watch UNC-TV enter school more prepared to learn, and



adults who watch UNC-TV are better informed on issues both within and outside of North Carolina. Without UNC-TV, the digitized history of North Carolina's legislative decisions and the lives of important citizens would not exist. The licenses held by the UNC Board of Governors have significant value and, if not used, will be reverted to the FCC and awarded to other entities. The use of UNC-TV towers and facilities by emergency management and other entities throughout North Carolina would no longer be possible.

The central policy question resulting from this review for the General Assembly's consideration is: *Does the state of North Carolina value public broadcasting as a state-sponsored network of educational service to its citizenry?*

7b. EXTERNAL FACTORS

Other relevant information

UNC-TV has successfully converted to digital broadcast technology, and all opportunities for use of this technology have yet to be realized. In an unfunded mandate, the federal government assigned digital spectrum to all broadcasters (including public broadcasters like UNC-TV) and ordered the FCC to recover all analog spectrum. The conversion process for UNC-TV took more than a decade and was accomplished thoughtfully and methodically. The facilities now available are among the best anywhere. A summary of the steps taken in the digital conversion follows:

- In 1998, utilizing \$1.1 million in state appropriations for planning the conversion, UNC-TV developed a plan that was thorough, would meet the federal mandate, would allow for technology to mature and improve before being purchased, and would maximize the resources required for the conversion to ensure that the resources were spent to provide the best value for the state.
- With the approval of the 2000 Higher Education Improvement Bonds that provided the funding needed for the transition, UNC-TV began the bidding and construction process for the transmission system to comply as quickly as possible with the FCC mandate.
- In order to expedite construction, UNC-TV sought and received permission from the North Carolina State Building Commission to use a single prime contractor for building modifications at multiple sites.
- UNC-TV also sought and received permission from the North Carolina Division of Purchase and Contract that allowed for an expedited process for bidding and acquiring digital equipment.



Does the state of North Carolina value public broadcasting as a state-sponsored network of educational service to its citizenry?



- Necessary tower construction, building modifications, and installation of transmitters and microwave equipment were completed on time to meet the 2003 deadline.
- UNC-TV then moved to the next phase of the transition to digital broadcasting: the construction of a program origination system that allowed for acquisition, storage, and playback of digital programming. This phase was completed in 2004.
- In 2005 UNC-TV began the process of building a digital television production facility, which was operational one year later.
- By delaying this phase of the project until the transmission facilities were completed, UNC-TV was able to take advantage of significant improvements in production technology while the cost of that technology was declining. In 2008 the FCC addressed the conversion of digital translators.
 - With careful planning, UNC-TV not only had the funds required to convert its original 23 translators but also added two new translators to areas not well served by the new full-power digital transmitters.
- In 2009 the FCC announced a June 2009 deadline for the final shutoff of analog broadcasting. (Since 2003 UNC-TV had been broadcasting in both analog and digital formats.)
- The final phase of the project was to procure a high-definition mobile production truck that could travel throughout the state. In 2010 UNC-TV began the design and bidding process for such a vehicle. Because UNC-TV had waited until the end of the project to commission the mobile production truck, there were significant savings due to the lower cost of the equipment.
- UNC-TV leveraged the funding provided by the state for the digital conversion and procured nine federal matching grants totaling more than \$6.6 million, as well as securing almost \$3 million from other partners.
- UNC-TV completed this project on time and under budget.
- UNC-TV has realized \$1 million in energy savings, helping the network comply with the state mandate to cut energy expenses.

PUBLIC BROADCASTING SERVICE (PBS) DUES INCREASE

PBS is a private, nonprofit corporation, founded in 1969, whose members are America's public television stations—over 170 noncommercial, educational licensees that operate more than 350 PBS member stations and serve all 50 states, Puerto Rico, U.S. Virgin Islands, Guam, and American Samoa.

There are certain obligations that bind PBS member organizations. A public television station has two membership options—to be a full-service station



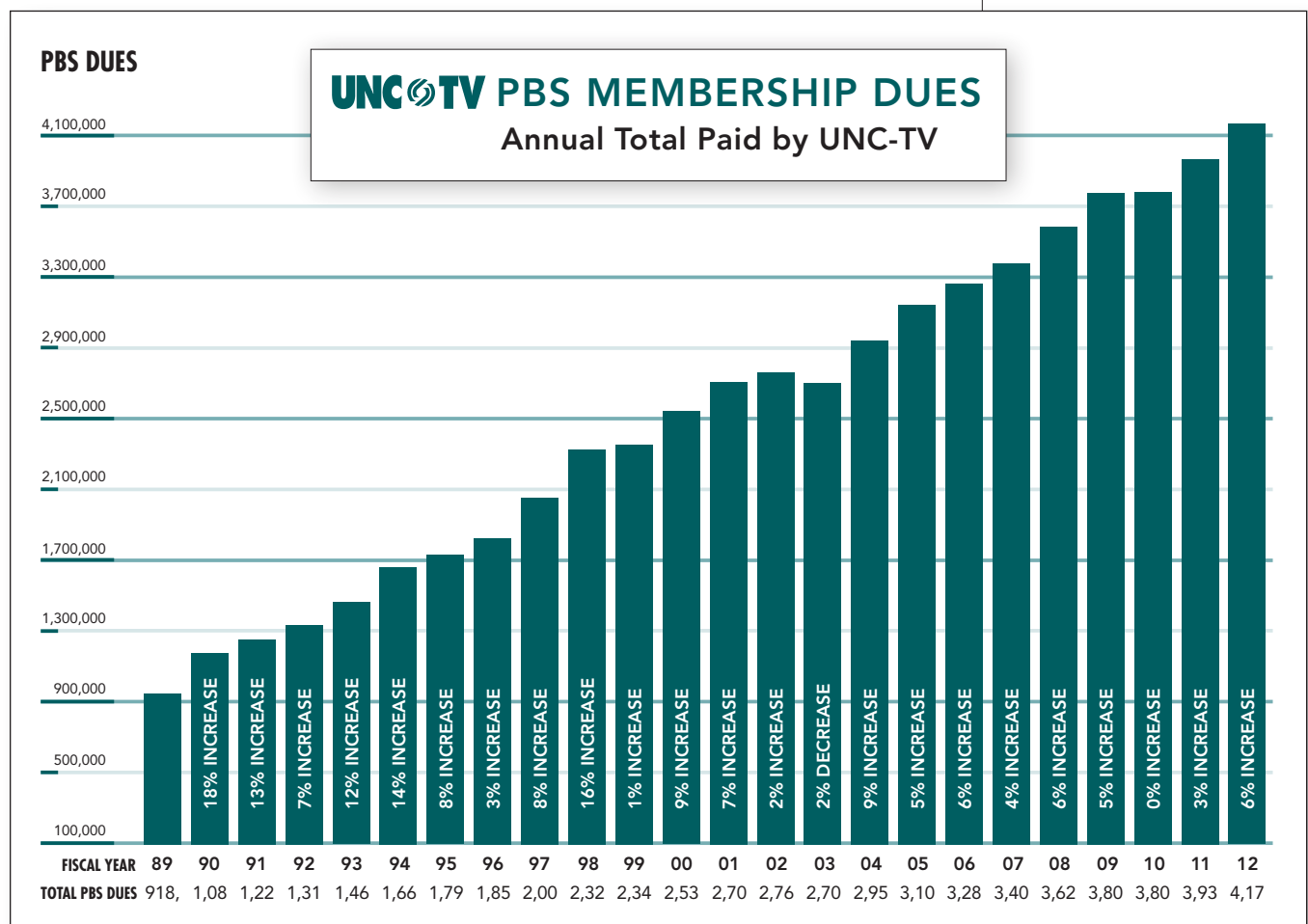
- UNC-TV leveraged the funding provided by the state for the digital conversion and procured nine federal matching grants totaling more than \$6.6 million, as well as securing almost \$3 million from other partners.

- UNC-TV completed this project on time and under budget.

- UNC-TV has realized \$1 million in energy savings, helping the network comply with the state mandate to cut energy expenses.

or a Program Differentiation Plan (PDP) station. Member stations are not offered the option of individually selecting specific services offered by PBS: a member station pays for all of them or, if PDP, a small percentage of them. UNC-TV, as the primary source of PBS programs for all of North Carolina, must pay for all PBS services.

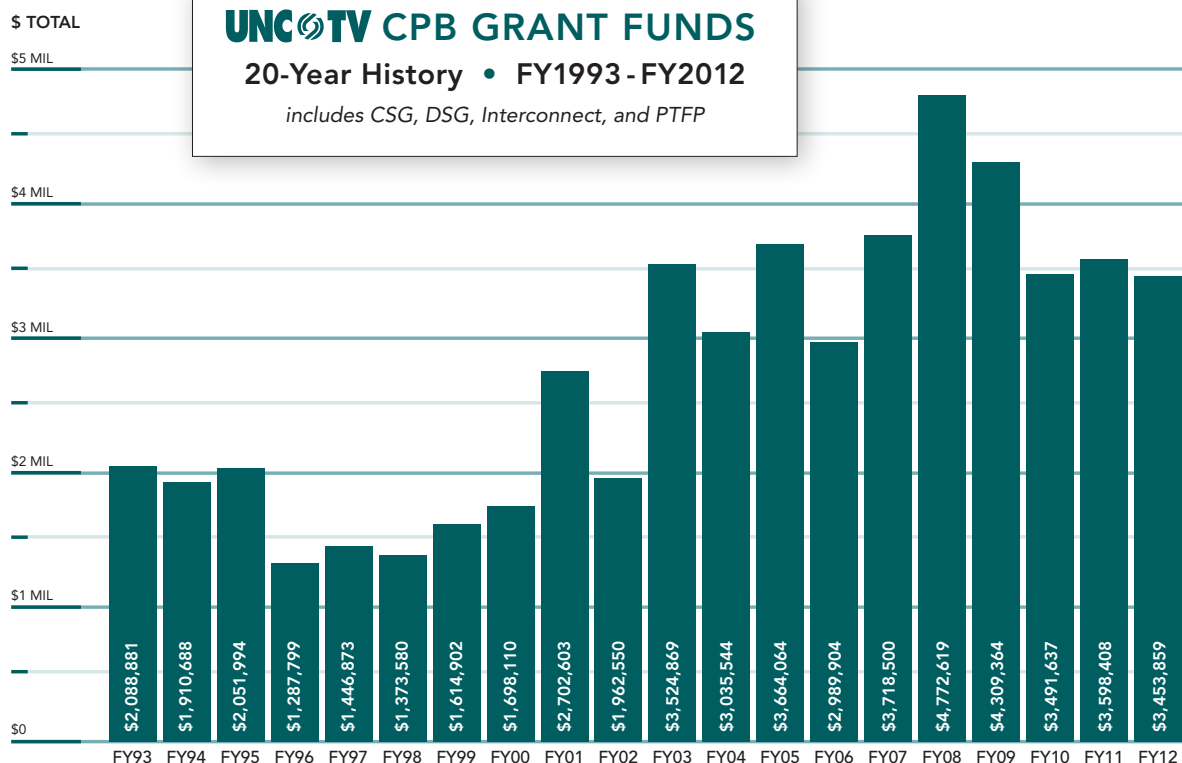
As the chart below demonstrates, PBS dues paid by UNC-TV have risen dramatically over the last two decades.



In 1989 UNC-TV paid less than \$1 million for PBS services; in 2012 UNC-TV pays PBS more than \$4 million. Regardless of reductions in federal, state, or private funding, UNC-TV's PBS dues, with the exception of one year, have increased, requiring a larger portion of the available funding each year. The dues increases are not negotiable. The consistent increase in PBS dues places a burden on UNC-TV's private fund-raising to pay for each year's dues increases and prevents UNC-TV from using private funds to create services more specific to the needs of the state.

FEDERAL FUNDING ENVIRONMENT

Like state funding, federal funding is critical to the viability of public television. The federal contribution to public television and radio amounts to \$1.35 per American per year and, in a model public-private partnership, PBS takes each of these dollars and raises six additional dollars. As demonstrated below, federal funding support for public broadcasting is an important source of support for UNC-TV.



ACRONYM KEY: CPB: Corporation for Public Broadcasting, CSG: Community Service Grant, DSG: Distance Service Grant, PTFP: Public Telecommunications Facilities Program

THE PRIVATE PHILANTHROPIC ENVIRONMENT

Each year the Center on Philanthropy at Indiana University publishes an annual report from the Giving USA Foundation, providing an overview of the general state of charitable giving by individuals, corporations, and foundations in the United States. In its recently issued report of the results for 2010, the foundation found that overall philanthropic giving increased modestly after steep declines in 2008 and 2009, which it attributed to the serious economic recession coinciding with those periods. In total, individuals, corporations, and foundations donated \$290.89 billion to charity in 2010. It is important to note, however, that much of the increase was driven by contributions to international relief organizations assisting with natural disasters. Contributions to international organizations increased 18.6 percent in 2010.

Despite an overall increase of 2.1 percent (adjusted for inflation) in 2010, however, charitable giving was still down 11 percent from 2007 levels. In fact, charitable giving fell more during the recent recession than in any previous recession, dropping a combined 13 percent in 2008 and 2009. As a result, cumulative private support for nonprofit organizations is more than \$10 billion below the amount forecast prior to the economic downturn.

THE NEW MEDIA ENVIRONMENT

The media environment has changed dramatically since UNC-TV was created. In 1955 television content was distributed through four broadcast services: ABC, CBS, NBC, and public television. In 2012 viewers can choose from several hundred channels of content through cable or satellite subscriptions, the Internet, or mobile applications. Viewers no longer have to wait for their favorite program to air at a certain time on a certain day. Today content is delivered through on-demand channels, using smart phones, tablets, computers, digital video recorders (DVRs), and Internet services such as Hulu, NetFlix, amazon.com, and YouTube. Americans today have more ways to watch television whenever, however, and wherever they choose. Yet with all these different ways to access content, television viewership increased 22 minutes per month from 2010-11, reinforcing the ongoing viability of television.²¹



²¹ The Nielsen Company: The Cross-Platform Report, Q1,2011

According to the Nielsen Company, consumer demand for media continues to grow. New and enhanced technologies fuel the demand for video content. The average American watched 34 hours and 39 minutes of television per week in the fourth quarter of 2010. Internet video streaming is now officially mainstream, according to Nielsen, with 48 percent of viewers watching some video online, but television remains the great American pastime. Monthly time spent watching traditional television in the second quarter of 2011 climbed 1.9 percent to 146 hours and 20 minutes, a year-over-year increase of 2 hours and 43 minutes of monthly viewing. By contrast, time spent watching video on the Internet was 4 hours and 26 minutes per month on average, up 15 percent from a year ago—just 3 percent of the time parked in front of the television. Americans also spend more than four times watching time-shifted television—on DVRs and video on demand—than watching online video. Live television continues to be far and away how people access television.²² This new media environment is a major factor in UNC-TV's pursuit of excellence and relevance.

THE COMMERCIAL BROADCASTING ENVIRONMENT

Some argue that the increase in the sources of content in both new and old media makes public broadcasting less relevant. However, public television remains a reliable, high-quality, cost-effective source of content. It is true that over the last 57 years cable services that mirrored the offerings of public television proliferated, causing many to question the need for public television. Services such as Arts and Entertainment (A&E), Bravo, the Discovery Channel, Discovery Kids, the History Channel, the Learning Channel (TLC), Home and Garden TV (HGTV), Nickelodeon, and the Travel Channel initially began by taking from the public television model—arts, drama, history, biography, how-to programs (gardening, travel, interior decorating, woodworking, home building, and cooking), science, children's programs, history, and performance. However, these services have evolved into reality television, something very different than public television. Programs offered by cable services have their place—but they cannot take the place of the programs offered by UNC-TV and public television.



Public television remains a reliable, high-quality, cost-effective source of content.

²² The Nielsen Company: The Cross-Platform Report, Q2,2011

CONCLUSION

Because of the state's ongoing investment in its statewide public television network, UNC-TV provides a wide variety of important services to the people of North Carolina:

- ***A safe haven for children***—only UNC-TV offers educational programs for children 24/7 on UNC-KD, and seven hours daily during the week and five hours over the weekend on UNC-TV. These programs are available to virtually every North Carolina child in a house with a television set.
- ***The benefits of children's programming***—research has proved that children who watch public television children's programs like **Sesame Street**, **Curious George**, **Between the Lions**, and **Super WHY!** enter school better prepared to learn and that these children do better throughout their academic careers compared to children who do not watch public television children's programs.
- ***A critical communications asset for the state and a resource for emergency communications***—no other single communications entity, neither radio nor television, has the ability to reach the entire state simultaneously in the face of a disaster or state of emergency.
- ***Open access to public television programs and services for the entire state*** through three digital services: UNC-TV in HD, UNC-KD, and UNC-EX.
- ***More than 357 hours of original productions about North Carolina annually***, including **North Carolina Now**, and its comprehensive coverage of the legislature with **North Carolina Now Legislative Week in Review**, and **North Carolina's WWII Experience**.
- ***PBS programs to all North Carolinians***—such as **NOVA**, **FRONTLINE**, **Masterpiece**, **NATURE**, and **Great Performances**, and works by Ken Burns, such as **THE CIVIL WAR**, **BASEBALL**, and **THE NATIONAL PARKS**.
- ***A multi-platform content provider***—through its Web site (unctv.org), UNC-TV provides content for adults, children, teachers, and caregivers 24/7.



- ***An educational services provider*** for teachers and caregivers:
 - PBS TeacherLine—online professional development courses for teachers.
 - UNC-TV LearningMedia—a repository of learning objects from PBS and other trusted sources such as the Library of Congress and the National Archives. UNC-TV LearningMedia has more than 20,000 objects and is made available at no cost to all teachers, educators, and homeschool educators in North Carolina.
- ***12 transmitters and 25 translators and their physical plant statewide*** watched by more than 4.2 million people weekly with a reach of 13.6 million.
- ***12 television station licenses and 25 translator licenses.***

Without the state appropriation, North Carolinians will no longer have access statewide to the services of UNC-TV and the significant investments that the state has made in the assets of UNC-TV will not be utilized to advantage its citizens.

TELEVISION THAT CHANGES LIVES





CONTINUATION REVIEW

FINAL REPORT

APPENDIX



**UNIVERSITY OF NORTH CAROLINA
CENTER FOR PUBLIC TELEVISION**

STRATEGIC PLAN

March 2011

Overview

Summary of Goals

Strategic Goals, Strategies, and Tactics



UNIVERSITY OF NORTH CAROLINA CENTER FOR PUBLIC TELEVISION

Overview March 2011

Background

WUNC-TV, the first station in what is now the 12-station statewide public television network known as UNC-TV, went on the air in Chapel Hill on January 8, 1955. Founded by a small group of visionary leaders from the University of North Carolina and the private sector, it was the tenth noncommercial “educational television” station in the country. From this modest beginning, a dynamic and robust public television service has developed, bringing national programming from PBS and a variety of other sources and nearly 370 hours a year of original productions to all 100 counties of the state. On September 25, 2008, UNC-TV completed the necessary changes to allow the network to broadcast as a high-definition program service. The configuration broadcasts the UNC-TV program schedule 24 hours a day in a high-definition format, up-converting standard-definition programs as necessary. There are also two 24-hour-a-day standard-definition program services: UNC-KD (children’s programming) and UNC-EX (exploration-themed programming). The UNC-MX channel is a cable-only program service, providing a mix of programming for adults, from public affairs to how-to and more.

Thus, UNC-TV currently broadcasts three full-time digital program channels. Specifically, UNC-KD is a children’s service for preschoolers and young school-age children; UNC-EX is a service devoted to viewers who seek the adventure of discovering new ideas, new places, and new activities; and UNC-TV is our public television service in high definition. Thanks to the passage of the Higher Education Improvement Bonds referendum in 2000, today UNC-TV has the cutting-edge digital technology in place to serve North Carolina for another 50 years of “enriching, life-changing television.”

UNC-TV Overview

The first of the five ongoing annual goals outlined in UNC-TV’s Strategic Plan states, in part, that we “will create and acquire programs and services that realize the full potential of television to enrich the lives of North Carolinians.” The primary challenges facing UNC-TV today are to secure the financial resources necessary to acquire and develop enough strong content to bring the service potential of its new digital infrastructure to full fruition. We must utilize traditional methods of delivering television service (i.e., over-the-air broadcast, cable, and satellite) and nontraditional ways of delivering service (i.e., online, on-demand video, and podcasting). These formats allow consumers to determine when, where, and how they wish to receive content.

UNC-TV must aggressively focus on developing all of its sources of funding—federal and state government, corporations and foundations, and private individuals—in order to fully use the power of the television medium to educate children and adults, engage North Carolinians in governmental and civic affairs, provide culturally enriching programming, serve underserved members of society, and provide the state with the means to communicate important public safety information to all the citizens of North Carolina through a single source. By fulfilling its mission of public service, UNC-TV also gives the University of North Carolina another important tool to accomplish its own mission of discovering, creating, transmitting, and applying knowledge to address the needs of individuals and society.

Strategic Planning Process

Each year UNC-TV actively engages its staff and management in reviewing and updating the organization's strategic plan. The process begins in October when employees submit their ideas and suggestions through departmental meetings. In November the senior management team holds a strategic planning retreat to review the plan, evaluate the proposals, and decide upon any revisions to the strategies and tactics. During this process management also consults with the Long-Range Planning Committee of the UNC-TV Board of Trustees. Once final revisions are completed, the revised plan is presented to the entire Board of Trustees for review and comment, and the plan is typically finalized during the first quarter of the new year. Most years the planning process involves balancing new opportunities for service and the continuation of existing services with the limitations imposed by the availability of funding.

Funding

UNC-TV's budget for FY2010-11 is \$26.5 million. Here are the most current figures for the sources of funding, by percentage:

- 45% - North Carolina General Assembly
- 33% - Individual Contributions
- 13% - Federal Grants
- 8% - Corporate and Foundation Underwriting and Grants
- 1% - Interest and Miscellaneous Income

Measurable Results for FY2010

- UNC-TV launched two new alternative services for adults, UNC-EX and UNC-MX. UNC-EX—The Explorer Channel—exists to bring viewers the world with the best in travel, culture, science, nature, history, and outdoor adventure programming. UNC-MX provides an eclectic mix of programming for adults, from public affairs, performance, how-to, and more. UNC-EX and UNC-MX premiered on November 1, 2009.
- UNC-TV is watched each week by approximately four million viewers in North Carolina, Virginia, South Carolina, Tennessee, and Georgia.
- UNC-TV raised \$9,934,475 from individuals, corporations, and foundations, as well as through partnerships with state agencies and with cultural and

educational institutions. This was 93 percent of our \$10,635,000 goal in another year marked by a struggling economy.

- UNC-TV and its partners produced 369.2 hours of original programming for and about North Carolina.
- At the 24th Annual Midsouth Regional Emmy Awards competition, UNC-TV original productions and our production partners received 11 nominations and took home an Emmy for **Coming Out ~ Coming In: Faith, Identity and Belonging** in the Documentary/Topical category. UNC-TV also received the Spectrum of Democracy Award from the North Carolina Center for Voter Education for its 2008 election coverage and ongoing public affairs coverage.
- UNC-TV distributed 75.5 hours of original programming nationally through PBS (Public Broadcasting Service), APT (American Public Television), and NETA (National Educational Telecommunications Association).
- More than 800 teachers enrolled in courses from UNC-TV's online teacher professional development service, PBS TeacherLine. In our fifth year of offering PBS TeacherLine, 106 of 115 school districts in North Carolina have agreed to award CEU (continuing education) credits for PBS TeacherLine courses.
- UNC-TV Outreach staff conducted four major community outreach projects around national programs and series. The projects included Hop Into a National Park, a project designed to bring more minority and disadvantaged youths into North Carolina's national parks and which attracted 3,584 adults and children; 12 **SUPER WHY** events, impacting 8,546 adults and children; **THE TENTH INNING** events, impacting approximately 14,000 visitors to minor league ballparks in North Carolina; and "Mr. McFeely's Speedy NC Delivery, a partnership of UNC-TV, state libraries, and schools for 13 events, impacting over 1,100 children and adults.
- UNC-TV's distance learning partnership with the North Carolina Community College System in FY10 provided on-air and online programs that were one way more than 13,000 adults could obtain their GEDs and 25,000 individuals could benefit from our English for Speakers of Other Languages (ESOL) programs.
- PBS selected UNC-TV to participate in the Beta research for the new PBS Digital Learning Library. During this fiscal year, 31 teachers in grades 6 through 12, primarily teaching STEM content, participated in the research project.
- Working in conjunction with PBS, UNC-TV implemented the first phase of the COVE video player on the UNC-TV Web site. This makes it possible for users to play entire episodes of major PBS programs online from the UNC-TV Web site.
- The Studio Engineering Department completed its video server replacement project. UNC-TV received an NTIA-PTFP grant in the amount of \$353,699 to replace aging video server systems. UNC-TV also received a CPB Digital Distribution Fund grant in the amount of \$479,373, and the two grants were enough to almost fully fund this project. The new systems will facilitate the expanded high-definition UNC-TV service and ensure continued operations.



UNIVERSITY OF NORTH CAROLINA CENTER FOR PUBLIC TELEVISION

Summary of Goals March 2011

MISSION

Television has the power to change lives. Public television has the responsibility to change lives for the better: a child far from urban resources is inspired to become a scientist, a high school dropout earns a GED, a homebound senior citizen remains connected to the world of arts and culture, the family of an Alzheimer's patient finds strength and support. UNC-TV's unique programs and public media services provide people of all ages with enriching, life-changing television.

VISION

UNC-TV's digital technology enhances our ability to share knowledge that enriches the mind and creativity that inspires the spirit. We will enable North Carolinians to learn from original content that is distinct, essential, and culturally diverse. We will be a catalyst to effect change and address the critical needs of North Carolinians by uniting with partners to solve educational and social problems. We will thereby make a difference in people's lives and improve the quality of life in our state. The power of these partnerships will create better-informed, better-educated, and more prosperous people. Our unique, easily accessible programs and public media services will be used and treasured by citizens, educational institutions, public service organizations, and state government for helping them achieve their goals. Our realized vision will demonstrate that through UNC-TV, knowledge translates into economic, social, cultural, and historical value.

GUIDING PRINCIPLES

1. Credibility and integrity provide the foundation for our services. Our programming is based on principles of editorial integrity to guarantee objectivity, fair and balanced presentation of issues, and consistent excellence.
2. We manage funds and resources entrusted to us wisely and efficiently.
3. We conduct our business with the highest level of customer service and respect for our viewers, supporters, boards, and one another.
4. We are a public service responsible to the citizens of North Carolina, rather than to specific organizations and individuals. We strive to be inclusive of the diverse culture of North Carolina's citizenry in everything we do.

5. We strictly adhere to the professional ethics stated in UNC-TV's "Fund-raising Standards and Practices," which includes a statement of UNC-TV's Donor Bill of Rights.
6. We are committed to providing universally available television service.
7. We are dedicated to providing a safe haven for children through UNC-KD and through UNC-TV.
8. We are committed to creating a work environment that values our employees and recognizes their need for work-life balance.

Ongoing Annual Goals

- I. **Services:** We will create and acquire programs and services that realize the full potential of television to enrich the lives of North Carolinians, enabling them to become more informed, involved citizens and improving their well-being. We will be the most important source of information about North Carolina for North Carolinians. We will be the leading source of quality children's programming and program services for North Carolinians. We will use television and other technologies to expand access and increase services to education.
- II. **Technologies:** We will use appropriate, state-of-the-art technologies to make our programs and services widely accessible to the people and educational institutions of North Carolina.
- III. **Awareness and Support:** We will solidify and expand public awareness and financial support by effectively communicating the value of our services and persuading viewers, corporations, foundations, and state government to support us.
- IV. **Workplace:** We will enhance our high-performance, team-oriented workplace to foster ownership, commitment, and trust through change that encourages and supports the contributions of each employee in accomplishing our mission.
- V. **Partnerships and Collaborations:** We will enhance existing and build new collaborations with educational, cultural, public service, governmental, environmental, science, and business partners to improve and increase services and ensure continuing support.

GOAL I. SERVICES

1. We will create and acquire programs and services that realize the full potential of television to enrich the lives of North Carolinians, enabling them to become more informed, involved citizens and improving their well-being.

Strategies

1. We will design our digital channels and services to maximize service, value, and revenue, to continue to increase our partnerships, and to develop content partners who can bring ready-to-use content that meets UNC-TV's broadcast and Web standards.
2. We will continue to maximize efficiency in the generation of and access to original content.
3. We will show courage and willingness to take risks by increasing the utilization of program options and by declining to broadcast programs that do not meet our viewers' needs.

2. We will be the most important source of information about North Carolina for North Carolinians.

Strategies

1. Our local production efforts will focus on North Carolina people, culture, education, politics, environmental issues, the economy, economic development, recreation, health, business, and community leadership. We will identify at least one major issue each year that will be the principal focus of our original production efforts.
2. We will develop projects that reflect North Carolina's excellence and are intended for local, regional, national, and/or international distribution.
3. We will continue to evolve into a multi-platform provider of enriching experiences through online forums, print, community screenings, and events, as well as television, and thereby provide service, not just programs.
4. Community engagement will focus on issues important to North Carolinians of all ages.
5. We will transform the UNC-TV Web site into a regular destination for visitors seeking information about North Carolina, not only about UNC-TV, just as they come to our air seeking information.

6. We will be an active participant in the changing public media 2.0 environment that allows access to media through portable digital devices by providing content to consumers in formats that allow them to determine when, where, and how they will use the services we provide.
7. In the event, however, that federal funding for public broadcasting is eliminated, UNC-TV will need to reduce services by \$3 million through the following actions: a) production of **North Carolina Now** and **North Carolina Now Legislative Week in Review** will cease; b) *CenterPiece* will be online only; and c) Engineering, IT, Outreach, Administration, and management staff will be reduced.

3. We will be the leading source of quality children's programming and services for North Carolinians.

Strategies

1. Services to children will remain our most important priority.

4. We will use television and other technologies to expand access and increase services to education.

Strategies

1. Our education initiatives will maximize service to students, educators, and adult learners, will continue to increase our partnerships, and will contribute to our mission of making a positive difference in the lives of North Carolinians.

GOAL II. TECHNOLOGIES

We will use appropriate, state-of-the-art technologies to make our programs and services widely accessible to the people and educational institutions of North Carolina.

Strategies

1. We will maintain and improve our transmission and distribution systems to provide service to current viewers and increase/improve service areas.
2. We will maintain and improve our production processes, program origination facilities, and other technical systems to:
 - serve all North Carolinians with programs and services produced with state-of-the-art and advanced technologies.
 - enhance presentation techniques.
 - improve efficiency of UNC-TV internal staff and project support.
3. We will use existing and emerging technologies to fully exploit our assets and capacity to make our services available to all North Carolinians, including those who have special needs.
4. We will aggressively pursue tactics that delay equipment and software obsolescence in order to lower maintenance and replacement costs and to ensure flexible adaptation to changing technology.
5. We will protect our spectrum to ensure maximum digital service to North Carolina.

GOAL III. AWARENESS AND SUPPORT

We will solidify and expand public awareness and financial support by effectively communicating the value of our services and persuading viewers, corporations, foundations, and state government to support us.

Strategies

1. We will work with the UNC-TV Board of Trustees and the board of the UNC-TV Foundation to implement an advocacy plan to maintain or improve the current state funding levels.
2. We will seek new and better ways to signal the value of sustained and increased state investment in our programs and services to citizens, the General Assembly, and the Governor.
3. We will continue to develop better ways to respond quickly, correctly, and completely to inquiries and concerns, both external and internal.
4. We will continue to seek new and better ways to:
 - attract new individual contributors and retain existing contributors, taking into account the unique financial situation in the state and country.
 - cultivate and strengthen partnerships with North Carolina's businesses and foundations.
 - grow online so that it increases membership, underwriting, and state income.
5. We will explore new ways to increase funding for UNC-TV's operations and services.
6. We will maintain a process that develops budgets and identifies revenue sources at the inception of new programs and services and coordinates prioritization of projects through the use of cross-functional planning teams for production support, program scheduling, development support, and online, promotional, and outreach priorities.
7. We will:
 - communicate to our Board of Trustees members the importance of representing their community to us and us to their community.
 - continue to communicate to those who make appointments to our Board of Trustees the importance of a diverse board, with the hope that they will help us maintain diversity.
 - continue our orientation efforts for new members to the Board of Trustees.

8. We will embrace a culture of philanthropy and efficiency that demonstrates respect for, consideration of, and interest in every potential donor of UNC-TV. We will:
 - provide all constituents with a consistent, informed message, enabling them to form a clear understanding of what UNC-TV is and how it brings value to their lives.
 - ensure that all staff members, volunteers, and our Board of Trustees are well informed and understand UNC-TV's core values and principles, as reflected in our strategic plan and in our mission and vision statements.
 - ensure that these individuals are able to articulate the importance of UNC-TV's public and private fund-raising structure.

GOAL IV. WORKPLACE

We will enhance our high-performance, team-oriented workplace to foster ownership, commitment, and trust through change that encourages and supports the contributions of each employee in accomplishing our mission.

Strategies

1. We will reorganize and restructure to reduce expense, and we will develop a culture that embraces, supports, and focuses on change within the parameters created by UNC General Administration because of the current economic environment:
 - in our efforts to maintain a consistent level of service and to identify operational efficiencies throughout the organization.
 - in how we think about the uses of content for multiple purposes and users.
 - in how we look beyond our traditional broadcast delivery medium to achieve our mission.
 - in the production and acquisition models appropriate for the limited resources available to serve the fragmented audience created by the multichannel environment in general and UNC-TV multicasting in particular.
 - in the assessment of how new technologies fit into our overall mission, workflow analysis, and strategic migration of work responsibilities.
 - in the assessment of how using volunteers in all areas of the organization can increase our capacity without increasing expense.
2. We will continue to maximize our organizational efficiency to support the changing and continuing needs of UNC-TV.
3. We will develop the awareness of emerging technologies for applicable electronic media.
4. We will foster an organization that works as a team through shared values of and commitment to UNC-TV's mission.
5. We will create an environment that encourages leadership and knowledge transfer at all levels.
6. We will develop nonmonetary rewards to staff providing leadership and support in developing new models for service, and we will encourage and recognize organizational, team, and individual successes.
7. We will be good stewards of UNC-TV's resources by encouraging thoughtfulness, attention to security, and efficiency and by respecting our own and others' intellectual property.
8. We will continue to provide workspace needs for UNC-TV.

9. We will take a pervasive and pragmatic view of computer security to foster telework and flexible work.
10. We will work to equalize compensation among UNC-TV employees and their peers within the industry, in as much as allowed by career banding and the current economy will allow.
11. We will engage in an aggressive program of cross training in order to increase efficiency.
12. We will develop a safety and security plan.
13. We will practice sound internal controls over fiscal and monetary assets supported by comprehensive written policies and procedures.

GOAL V. PARTNERSHIPS AND COLLABORATIONS

We will enhance existing and build new collaborations with educational, cultural, public service, governmental, environmental, science, and business partners to improve and increase services and ensure continuing support.

Strategies

1. We will communicate our vision of UNC-TV's services in a way that reinforces their value to future partners.
2. We will continue to focus our efforts on collaborations with the University of North Carolina and the North Carolina Community College System and on partnerships with other state agencies, nonprofit organizations, corporations, and foundations. We will be both a leader and a supporter in developing alliances for collaboration.
3. We will help North Carolina's educational institutions communicate that a more effective education system translates knowledge into economic value.
4. We will help to solve social and educational problems, make a difference in people's lives, and improve the quality of life in our state.



UNIVERSITY OF NORTH CAROLINA CENTER FOR PUBLIC TELEVISION

Strategic Goals, Strategies, and Tactics March 2011

MISSION

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GOAL I. SERVICES

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Strategies

1. We will design our digital channels and services to maximize service, value, and revenue, to continue to increase our partnerships, and to develop content partners who can bring ready-to-use content that meets UNC-TV's broadcast and Web standards.

Funded activities

- Create a video that demonstrates the value of UNC-TV's partnerships in order to increase understanding of and interest in partnering with UNC-TV.

Timeline: spring 2011

Funding: existing operating funds

Measurable Results: an approved video for use in recruiting partnerships

- Continue to work with existing partnership organizations to create new original production content for broadcast and online. These organizations include: Duke University; Nasher Museum of Art; Museum of the New South; N.C. Museum of Art; N.C. Research Campus, Kannapolis, N.C.; Department of Cultural Resources; N.C. Museum of Natural Sciences; N.C. Museum of History; North Carolina Symphony; N.C. Department of Agriculture; Golden LEAF Foundation; N.C. Department of Insurance; Brevard Music Festival; and Eastern Music Festival.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: two new partnership projects developed per year

- Develop a plan to cultivate partnerships that will deliver ready-to-use content for broadcast and the Web (example: "The World at Large").

Timeline: ongoing

Funding: existing operating funds

Measurable Results: the cultivation and development of one new content partnership per year

- Emphasize the goals and accomplishment of strategies as stated in **Goal V. Partnerships and Collaborations** in all production activities.

Timeline: March 2011 – February 2012

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: ongoing evaluations to ensure continuing productive and mutually beneficial partnerships between UNC-TV and its production partners

- Continue developing and launch a 24/7 audio program service for distribution through the UNC-TV Web site.

Timeline: March 2011 – February 2012

Funding: existing operating funds

Measurable Results: audio service is created, unless rights issues prohibit

2. We will continue to maximize efficiency in the generation of and access to original content.

Funded activities

- Production Efficiencies

- (a) Conduct internal critiques and evaluations of projects. Use bimonthly producers meeting to facilitate critiques and evaluations.

Timeline: March 2011 – February 2012

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: critiques provide a forum for feedback and discussion of best practices of UNC-TV productions, create greater efficiencies in future productions, and define enhanced quality for future productions; continued development of meaningful meeting content increases and enhances staff participation

- (b) Continue to refine the procedures and system for tracking, reporting, and evaluating production costs on projects and efficiencies of production teams.

Timeline: March 2011 – February 2012

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: ScheduALL used as a tool to track and report

- (c) Conduct Technical Operations staff review meetings to allow peer and supervisor feedback on productions.

Timeline: ongoing

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: monthly or quarterly meetings held to improve workflow, communication, and best practices for Technical Operations work

- (d) Identify point persons for troubleshooting and problem solving for various production equipment and systems.

Timeline: March 2011 – February 2012

Funding: assuming stable operating budgets, no additional cast cost associated with this tactic

Measurable Results: by working interdepartmentally, contact list developed to document point persons, post on Wiki, and distribute to staff

- (e) Hold joint Technical Operations/Production meetings to allow peer and supervisor feedback.

Timeline: ongoing

Funding: assuming stable operating budgets, no additional cast cost associated with this tactic

Measurable Results: quarterly meetings will improve workflow and communication

Funded activities

- Develop a sustainable plan to archive original production assets, utilize those assets on multiple distribution platforms, and continue postproduction efforts to archive original productions. Working with Wilson Library (UNC-CH) and American Archive, achieve the following:

- Develop a workflow to catalogue UNC-TV's assets
- Develop a catalogue of what needs to be archived
- Prioritize the assets that need to be archived by transferring legacy media to digital tape formats
- Begin archiving process

SHORT-TERM

Timeline: March 2011 – February 2012

Funding: annual operating budget; potential American Archive grant

Measurable Results: creation of a complete catalogue of one-inch assets in Protrack; written plan on how to catalogue the rest of UNC-TV's assets; prioritization of what has been catalogued

Timeline: ongoing

Funding: annual operating budget

Measurable Results: 16 hours of legacy archive media transferred each month from analog legacy media to digital tape

LONG-TERM

Timeline: five years

Funding: annual operating budget; potential American Archive grant

Measurable Results: a complete catalogue of UNC-TV's assets and a fully developed prioritization list for archiving

- Captioning
 - (a) Continue to caption all original productions broadcast by UNC-TV, as mandated by the FCC. We will continue to outsource real-time and non-real-time captioning services.

Timeline: ongoing

Funding: annual operating budget

Measurable Results: captioning of all original productions

3. We will show courage and willingness to take risks by increasing the utilization of program options and by declining to broadcast programs that do not meet our viewers' needs.

Funded activities

- Research, plan, and schedule UNC-TV's program services on an ongoing monthly basis to meet this goal.

Timeline: July 2011 – June 2012

Funding: existing operating funds

Measurable Results: actions taken will be discussed and decided as they happen

2. We will be the most important source of information about North Carolina for North Carolinians.

Strategies

1. Our local production efforts will focus on North Carolina people, culture, education, politics, environmental issues, the economy, economic development, recreation, health, business, and community leadership. We will identify at least one major issue each year that will be the principal focus of our original production efforts.

Funded activities

- Implement “The Arts in North Carolina” initiative across all productions and platforms as the focus for 2011-12.

Timeline: March 2011 – February 2012

Funding: existing and new partnerships

Measurable Results: viewer awareness of initiative

- Continue to produce and broadcast **North Carolina Now**, an internally funded television magazine series airing weeknights, which positions UNC-TV as the most valuable source of information for our viewers about the state in which they live.

Timeline: March 2011 – February 2012

Funding: an expansion budget request of the General Assembly is included in the approved budget priorities from the UNC Board of Governors

Measurable Results: completion of up to 232 30-minute episodes of **North Carolina Now** and **North Carolina Now** specials as determined

- Produce 25 or more hours of internally funded public affairs series and special programs that address the varied needs and interests of North Carolinians.

Timeline: June 2011 – June 2012

Funding: an expansion budget request of the General Assembly is included in the approved budget priorities from the UNC Board of Governors

Measurable Results: completion and broadcast of **North Carolina Now Legislative Week in Review** (up to 22/30), **Black Issues Forum** (up to 26/30), and other public affairs specials

- Produce 35 or more hours of additional internally funded series or special programs that address the varied needs and interests of North Carolinians.

Timeline: June 2011 – June 2012

Funding: covered by operating budget; will seek underwriting to help lessen UNC-TV's investment

Measurable Results: completion and broadcast of **North Carolina Bookwatch** (up to 26/30), **Almanac Gardener** (up to 20/30), **Carolina Outdoor Journal** (15/30)

- Produce 65 or more hours of externally funded series or special programs that address the varied needs and interests of North Carolinians.

Timeline: June 2011 – June 2012

Funding: depends on renewal of current underwriters or replacement underwriters to cover cash costs (**North Carolina People** – minimum \$55,000, will seek up to \$74,000; **The Woodwright's**

Shop – minimum \$125,000, will seek up to \$134,000; **North Carolina Weekend** – minimum \$100,000; **Our State** – minimum \$175,000)
Measurable Results: completion and broadcast of **North Carolina People with William Friday** (up to 52/30), **The Woodwright's Shop** (13/30), **North Carolina Weekend** (up to 52/30), and **Our State** (up to 8/30)

- Continue production of the **Biographical Conversations** series.

Timeline: March 2011 – June 2012

Funding: \$250,000 in funding has been obtained from the A. J. Fletcher Foundation

Measurable Results: select and produce programs with five subjects by December 31, 2011, to fulfill current grant

- Complete partnership with Stamats Communications to utilize the grants from GlaxoSmithKline and BlueCross BlueShield to complete production of **North Carolina—An American Portrait**.

Timeline: March 2010 – June 30, 2011

Funding: will use remaining underwriter funding

Measurable Results: completion of the production of **North Carolina—An American Portrait** (1/30)

- Produce the Healthy Kids, Healthy Lives series for **North Carolina Now**. This will be a series of five feature stories each fiscal year for five years. **North Carolina Now** will also produce a series of 30-minute specials from this content.

Timeline: March 2011 – June 2013

Funding: a \$25,000 gift has been made to produce this coverage

Measurable Results: viewers statewide will have a better understanding of the importance of giving kids a healthy start to their lives and educations

- Convene regular weekly meetings of the Editorial Board.

Timeline: ongoing

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: identify new programs and services, evaluate internal and external proposals, and assess the need for the development and production of original programs and related services. Make assignments for the development of project proposals, budgets, and timelines. Distribute information regularly to staff about decisions made by the Editorial Board.

Unfunded activities

- Focus attention on the state's changing economy and its economic development efforts by implementing the second phase of the **North Carolina Rising** project.

Timeline: March 2011 – December 2011

Funding: grant funding

Measurable Results: completion and broadcast of 24 **North Carolina Now** feature stories and two one-hour **North Carolina Rising** specials

- Work with the North Carolina Symphony, Carolina Performing Arts, Brevard Music Festival, Eastern Music Festival, and others to explore the possibility of producing more live musical performances.

Timeline: March 2011 – February 2012

Funding: will require production partner and/or underwriter

Measurable Results: meetings initiated with each organization to determine the current feasibility for the development and execution of plans for up to three live performance specials per year for up to three years (3/60)

- Begin the **NC Mentors** project when funding is secured.

Timeline: one year after funding is received

Funding: will require \$75,000 covered by foundations, federal grants, underwriters, or production partners

Measurable Results: secure a funding source for the production of the **NC Mentors** (13/30) series

- Develop and produce new programs designed for on-air pledge to help UNC-TV achieve its fund-raising goals and to continue pledge programs already in production.

Timeline: March 2011 – February 2012

Funding: will require cash costs not covered by internal funding by foundations, federal grants, underwriters, or production partners

Measurable Results: completion and broadcast of pledge programming (3/60)

2. We will develop projects that reflect North Carolina's excellence and are intended for local, regional, national, and/or international distribution.

Funded activities

- Distribute series through PBS.

Timeline: June 2011 – June 2012

Funding: corporate underwriter

Measurable Results: distribution of **The Woodwright's Shop XXXI** (13/30) series

- Distribute series through APT and NETA.

Timeline: June 2011 – June 2012

Funding: production partner

Measurable Results: distribution of **Song of the Mountains** (24/60) and **Growing a Greener World** (26/30)

3. We will continue to evolve into a multi-platform provider of enriching experiences through online forums, print, community screenings, and events, as well as television, and thereby provide service, not just programs.

Funded activities

- Use existing meetings, all-staff meetings, and e-mails to identify areas of the Web that UNC-TV should explore to increase its online presence.

Timeline: March 2011 – February 2012

Funding: existing overhead; any cash costs would need to be covered by an underwriter or other outside funder

Measurable Results: more opportunities for viewers to interact with UNC-TV in new ways; UNC-TV content available where people are spending time online

- Seek ways to diversify UNC-TV's online appearances using brands such as My Space, Facebook, and Twitter.

Timeline: ongoing

Funding: existing overhead; any cash costs would need to be covered by an underwriter or other outside funder

Measurable Results: more opportunities for viewers to interact with UNC-TV in new ways; UNC-TV content available where people are spending time online

- Develop new revenue streams through the Web.

Timeline: ongoing

Funding: new revenue streams and online underwriters

Measurable Results: more opportunities online for e-commerce and for viewers to financially support UNC-TV in new ways

- Continue to provide additional online resources and materials to supplement the broadcast program.

Timeline: ongoing

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: development of a production workflow document that outlines the expectations and processes for providing additional information and resources on the Web

- Continue to make progress online through workflow realignment, technology efficiencies, and the creation of a Web site task force to increase the delivery of content to the Web site.

Timeline: ongoing

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: increase by 5 percent the amount of program content on the Web site

- Continue to assess customer use of Web site content and new technologies, monitor best practices from other public television stations, and refine plans and funding options for taking content to new media outlets, including program services, Web site, podcasting, and video on demand (VOD).

Timeline: monthly

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: obtain information and best practices to refine plans and funding options for taking more original content to new media outlets

- Evaluate options and develop plans for changes in content and distribution of our program services.

Timeline: ongoing

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: more of our content is available in more places

- Provide program content to other organizations for outreach and/or educational activities on DVD.

Timeline: ongoing

Funding: fee-for-service activity; assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: track programs and the distribution of their content post-broadcast through appropriate databases and licensing agreements

- Maintain 24/7 television programming 365 days a year on all broadcast transmission services, thereby maximizing the use of available bandwidth to deliver content to our audience.

Timeline: ongoing

Funding: will be funded from the FY11/12 budget

Measurable Results: monthly program schedules published each month for each schedule, and results measured by viewer feedback and audience ratings

4. Community engagement will focus on issues important to North Carolinians of all ages.

Funded activities

- Research other public television organizations and develop a model to better incorporate community engagement in our services.

Timeline: one year

Funding: existing operating budget

Measurable Results: a model for community engagement

- Deliver a series of presentations at meetings and conferences to provide information about UNC-TV's digital education services to education professionals.

Timeline: March 2011 – February 2012

Funding: existing operating funds

Measurable Results: at least four educational institutions use UNC-TV digital education services

- Offer at least 25 community events that provide learning experiences for North Carolina parents, families, and child care workers.

Timeline: March 2011 – February 2012

Funding: from a variety of grant sources and through cost recovery

Measurable Results: at least 10,000 participants learn information about helping children become ready to learn, ready for school, and/or physically fit

- Continue to work with existing partners such as NCaeyc (North Carolina Association for the Education of Young Children), Marbles Kids Museum, and other groups that share our mission of serving North Carolina families with resources that help children become ready to learn and ready for school.

Timeline: March 2011 – February 2012

Funding: existing operating funds and seek other funding sources

Measurable Results: workshops and educational activities offered that will reach diverse audiences

- Strengthen partnerships with the public school system, early childhood agencies, libraries, reading associations, 4-H, North Carolina State University, and other universities and community colleges to collaborate on shared missions and visions.

Timeline: March 2011 – February 2012

Funding: existing operating funds and seek other funding sources

Measurable Results: workshops conducted at local and national conferences

- Working with partners such as national parks and museums, conduct outreach and community engagement projects that provide educational opportunities to North Carolinians around national programs dealing with a broad range of topics.

Timeline: March 2011 – February 2012

Funding: grant funding

Measurable Results: to be determined by the individual grants received

- Continue to conduct, evaluate, and move all outreach activities toward sustainability through strategies that will include: conducting assessments to ensure our activities meet demonstrated needs; developing a rate card for all services to recover fees for trainers, materials, food, and

travel; continuing to seek grants to underwrite services to those who cannot pay full price; and exploring the sale of outreach materials on our Web site.

Timeline: March 2011 – February 2012

Funding: existing operating funds

Measurable Results: methods are identified to continue moving outreach activities to sustainable funding

- Partner with veterans organizations to participate in community events such as Wellness for Warriors.

Timeline: March 2011 – February 2012

Funding: grants and existing funding

Measurable Results: participation in at least two veterans events

5. We will transform the UNC-TV Web site into a regular destination for visitors seeking information about North Carolina, not only about UNC-TV, just as they come to our air seeking information.

Funded activities

- Develop content for the Web site that will focus on information of general public interest about North Carolina, and establish baseline user numbers.

Timeline: ongoing, beginning with the launch of the redesigned Web site

Funding: existing operating funds

Measurable Results: visits to this content will increase by 10 percent per year, especially if the new content is actively promoted on the air

6. We will be an active participant in the changing public media 2.0 environment that allows access to media through portable digital devices by providing content to consumers in formats that allow them to determine when, where, and how they will use the services we provide.

Funded activities

- Identify UNC-TV original productions for which we have the rights to distribute to our viewers in alternative formats, such as podcasting, and other on-demand services as technology allows and market conditions require, giving our users more choices to access our content. The Communications Division will work collaboratively with the IT, Production, and Programming Divisions in achieving the goal.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: when it becomes possible to feed programming directly from the servers in the NOC to the Web, programming will be available immediately. Additional programs will be added as rights for use in these formats are established

7. In the event, however, that federal funding for public broadcasting is eliminated, UNC-TV will need to reduce services by \$3 million through the following actions: a) production of **North Carolina Now** and **North Carolina Now Legislative Week in Review** will cease; b) *CenterPiece* will be online only; and c) Engineering, IT, Outreach, Administration, and management staff will be reduced.

3. We will be the leading source of quality children's programming and services for North Carolinians.

Strategies

1. Services to children will remain our most important priority.

Funded activities

- Provide 8,760 hours of quality children's programming each year on UNC-KD, our 24/7 digital children's channel, and additional UNC-TV broadcast hours to help children learn the skills they will need in school and in life.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: at least 100,000 children benefit in learning school skills and life skills

- Offer children's activities/public television character appearances (i.e., Read-a-roo, Elmo, Clifford the Big Red Dog) at the 2011 Mountain State Fair and the 2011 North Carolina State Fair, if funding is maintained for a UNC-TV presence at both fairs in fall 2011.

Timeline: March 2011 – February 2012

Funding: will be based on costs for last year

Measurable Results: children's activities and characters will attract at least 5,000 families to UNC-TV fair exhibits

- Continue offering the PBS Kids GO! Writers Contest in North Carolina for summer 2011.

Timeline: March 2011 – February 2012

Funding: existing operating funds and project underwriting

Measurable Results: at least one funding source is identified and approached for funding; contest is held; teachers are recruited as contest judges

- Provide appearances of UNC-TV's Read-a-roo character at schools and events, as funding and staff time permit, and charge for this service to help cover expenses.

Timeline: March 2011 – December 2012

Funding: funds received from participating schools

Measurable Results: Outreach staff will include Read-a-roo in events when it does not conflict with other scheduled workshops and activities

- Continue to inform and educate the education community about UNC-TV's digital and program services in print, online, and through conferences and workshops.

Timeline: March 2011 – February 2012

Funding: existing operating funds

Measurable Results: at least 5,000 educators will receive information about UNC-TV's digital and program services each year

- Provide station tours and literacy parties at UNC-TV for school groups.

Timeline: March 2011 – February 2012

Funding: grants and payments from schools

Measurable Results: at least four station tour/literacy parties conducted

- Create educational online and mobile games featuring Read-a-roo.

Timeline: March 2011 – February 2012

Funding: grants

Measurable Results: at least one online or mobile game created and launched

- Conduct joint Just For Kids and Kids Club activities and work with the Development staff to increase access to donation opportunities at station events.

Timeline: March 2011 – February 2012

Funding: existing operating funds and grant funds

Measurable Results: availability of donation opportunities at most station events

4. We will use television and other technologies to expand access and increase services to education.

Strategies

1. Our education initiatives will maximize service to students, educators, and adult learners; will continue to increase our partnerships; and will contribute to our mission of making a positive difference in the lives of North Carolinians.

- Through NC e-Learning for Educators, partner with LEARN NC, N.C. Department of Public Instruction, The Friday Institute for Educational Innovation, N.C. Virtual Public School, and N.C. Principals and Assistant Principals Association to create online professional development courses for North Carolina teachers that are aligned to the North Carolina Professional Teaching Standards.

Timeline: March 2011 – February 2012

Funding: grant funding

Measurable Results: video content produced for online courses

- Offer 21 hours of adult college credit telecourses and GED high school equivalency programming through broadcast each week of the school year, partnering with the North Carolina Distance Learning Consortium and the North Carolina Community College System to increase educational access to more than 5,000 telecourse students and 13,000 GED students each year.

Timeline: July 2011 – June 2012

Funding: existing operating funds

Measurable Results: telecourse enrollments of more than 5,000 students for the fiscal year and GED enrollments of more than 13,000 students for the fiscal year

- Offer **GED Connections** through Web streaming on our Web site, partnering with the N.C. Distance Learning Consortium to increase access to the series for GED students.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: GED enrollments of more than 13,000 students for the fiscal year

- Offer PBS TeacherLine online courses and Teachers' Domain online science courses as valuable options for teacher professional development courses in North Carolina.

Timeline: March 2011 – February 2012

Funding: existing operating funds and grant funding, if available

Measurable Results: more than 100 North Carolina teachers will obtain credit by taking PBS TeacherLine and Teachers' Domain courses

- Conduct at least 25 workshops for parents, child caregivers, teachers, and education partners to foster the utilization of UNC-TV's children's programming as a helpful service in preparing North Carolina's children to start school ready to learn.

Timeline: March 2011 – December 2012

Funding: foundation support

Measurable Results: at least 750 participants come to the workshops and complete follow-up surveys of knowledge gained

- Collaborate with educational partners to secure continuing education credits for workshops and other educational services.

Timeline: March 2011 – February 2012

Funding: existing operating funds

Measurable Results: plan for securing credit created and credit pursued

Unfunded activities

- Offer the UNC-TV Digital Learning Library to provide high-quality media learning objects, including videos, images, interactives, audios, and documents for use in North Carolina classrooms.

Timeline: ongoing from September 2011

Funding: NCDPI/Local Education Agency support

Measurable Results: funding achieved to offer the service

GOAL II. TECHNOLOGIES

We will use appropriate, state-of-the-art technologies to make our programs and services widely accessible to the people and educational institutions of North Carolina.

Strategies

1. We will maintain and improve our transmission and distribution systems to provide service to current viewers and increase/improve service areas.

Funded activities

- Improve ease of reception of all UNC-TV broadcast services by developing agreements and partnerships with additional cable companies and DBS systems for carriage of digital programs and services.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: documented negotiation attempts with one or more remaining distributors related to digital carriage of UNC-TV

- Attempt to obtain direct connection to feasible broadcast television service providers to increase the number of potential services available and reliability of those services. Provide ongoing advice and technical assistance to such providers in order to improve UNC-TV reception. We will attempt to negotiate agreements with major MCOs such as Time Warner, Cox, and Charter.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: all requests for technical assistance received appropriate response; documented attempts to negotiate agreements

- To the extent practical, provide one-on-one customer service to address specific viewer cable, antenna, satellite, and related reception issues.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: documentation of customer service response in CRM system; captioning manager is the point person for customer captioning issues

- Support production efforts to supply statewide communication services in the event of a declared state emergency. Coordinate with engineers and others in Emergency Management Services to ensure interoperability with their systems prior to and smooth technical coordination during an emergency.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: coordination and planning activities have occurred in conjunction with production emergency planning activities

2. We will maintain and improve our production processes, program origination facilities, and other technical systems to:
- serve all North Carolinians with programs and services produced with state-of-the-art and advanced technologies.
 - enhance presentation techniques.
 - improve efficiency of UNC-TV internal staff and project support.

Funded activities

- Develop a set plan for Studio B that repurposes everything except **The Woodwright's Shop** set. This includes repainting and refurbishing the sets for **Black Issues Forum** and **North Carolina Now**.

Timeline: October 2009 – February 2012

Funding: staff time and talent where possible and existing operating funds

Measurable Results: plans developed and implemented by UNC-TV's broadcast design manager to the extent that funding is identified

- Create a plan for Mobile hand-held for when compression technology makes it feasible to implement.

Timeline: two years

Funding: existing operating funds

Measurable Results: plan created

- Implement file-based workflows.

Timeline: two years

Funding: existing operating funds

Measurable Results: additional file-based workflows created

- Develop universal ability to remotely or locally monitor and control all UNC-TV systems appropriately.

Timeline: four years

Funding: existing operating funds

Measurable Results: appropriate remote monitoring of transmitter, NOC, IT, and facilities systems completed

- Improve workflows to reduce NOC workload.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: additional business processes automated

- Implement efficient use of storage management system to allow archiving of finished program content after completion.

Timeline: one year

Funding: existing operating funds

Measurable Results: production files integrated into existing storage management system

- Professional Development – provide basic system training for new technical staff; provide ongoing in-service and advanced training for current staff on existing and new systems as the budget permits; provide training for new technologies and software to existing staff.

Timeline: ongoing

Funding: assuming stable operating budgets, no additional cash costs associated with this tactic

Measurable Results: staff members trained and competent to operate and support equipment they are assigned to maintain

- Provide technical support for staff telecommuting. Support Virtual Private Network (VPN) and explore new related technologies among existing laptop users and home computer users.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: access to file servers and selected internal applications available remotely by users of UNC-TV laptops; appropriate application and data access available from home computers

3. We will use existing and emerging technologies to fully exploit our assets and capacity to make our services available to all North Carolinians, including those who have special needs.

Funded activities

- Implement captioning on Web-based video services.

Timeline: ongoing

Funding: existing closed-captioning funds

Measurable Results: where selected streaming/podcast formats permit, any captioned video selected for Web cast will maintain its captioning in some useful form to be available through that medium

4. We will aggressively pursue tactics that delay equipment and software obsolescence in order to lower maintenance and replacement costs and to ensure flexible adaptation to changing technology.

Funded activities

- Identify, test, and implement open-source systems wherever possible.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: viable options rolled out for use

- Standardize equipment orders to a greater extent, even to the impairment of limited functionality, in order to make a pool of replacement parts available in later years.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: fewer single-item system purchases; all desktops and PC laptops ordered in one purchase; usable parts salvaged from all machines before surplus

- Merge production and distribution workflows to the maximum extent possible using existing technology for multiple purposes and minimizing staff time between origination and distribution.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: reduced number of production/distribution processes and increased number of distribution mechanisms in use

- While engaging in equipment life-cycling and acquisition, assess the technical need for the equipment and changes in the environment.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: equipment selections can be justified by environmental factors

5. We will protect our spectrum to ensure maximum digital service to North Carolina.

Funded activities

- Develop a plan to maintain existing spectrum and to increase spectrum for mobile technology.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: maintain spectrum or increase spectrum

GOAL III. AWARENESS AND SUPPORT

We will solidify and expand public awareness and financial support by effectively communicating the value of our services and persuading viewers, corporations, foundations, and state government to support us.

Strategies

1. We will work with the UNC-TV Board of Trustees and the board of the UNC-TV Foundation to implement an advocacy plan to maintain or improve the current state funding levels.

Funded activities

- Review the advocacy plan for the new legislative session, set up appointments for board members to meet with key members of the North Carolina General Assembly, and prepare documents for distribution that outline our case for maintaining or improving current state funding levels.

Timeline: January 2011 – approval of state budget

Funding: existing operating funds

Measurable Results: state funding remains stable or increases

2. We will seek new and better ways to signal the value of sustained and increased state investment in our programs and services to citizens, the General Assembly, and the Governor.

Funded activities

- Conduct an ongoing communications initiative designed to educate citizens, government officials, educators, and other stakeholders about the multitude of ways UNC-TV advances education and economic opportunity, enhances North Carolina's quality of life, and contributes to the general welfare and safety of the state. This effort will include, but is not limited to, UNC-TV's ongoing use of on-air promotional spots, advertising messages, exhibits, press releases and contacts, Web sites, newsletters and flyers, correspondence, public speeches, special events, signage, publications, and other collateral material.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: at a minimum, there should be no measurable loss of membership, contributor financial support, or state appropriations if citizens and state leaders are fully aware of UNC-TV's value to North Carolina. Outstanding success in this effort would result in measurable increases in membership and both private and public sources of financial support to UNC-TV.

- Use our broadcast time to recognize supporters.

Timeline: ongoing

Funding: no additional funding required

Measurable Results: supporters are recognized with on-air promos

- Utilize special events and outreach activities to partner with as many state agencies as possible to raise the awareness of decision makers as to the value of UNC-TV.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: increase the number of state agency partnerships and the frequency of partnerships with existing agencies where shared service to North Carolinians is recognized through increased funding and statewide awareness

3. We will continue to develop better ways to respond quickly, correctly, and completely to inquiries and concerns, both external and internal.

Funded activities

- Within the Member/Viewer Services work unit, provide superior service with a focus on providing timely solutions to problems communicated to UNC-TV through phone calls, letters, and e-mails.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: respond to all phone calls within the same day, all e-mails within 24 hours, and all letters within a week, in keeping with PBS Best Practices standards; receive no more than one valid complaint per month from external clients for failure to meet their expectations for acceptable customer service. The Member/Viewer Services work unit will also achieve its annual goal for revenue generation as determined by the Development Division.

4. We will continue to seek new and better ways to:
--attract new individual contributors and retain existing contributors, taking into account the unique financial situation in the state and country.

Funded activities

- Identify, cultivate, and track self-identifying prospects through attendance at events and through online communication, including e-mails, calls, and letters to UNC-TV. Conduct targeted promotion to key groups and organizations to encourage financial contributions to UNC-TV.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: increase in the number of members in UNC-TV and the number of major donors

- Plan and implement campaigns to increase and strengthen private and public financial support that takes into account changes in the value our viewers place in the PBS National Programming Service.

Individual Giving

- In FY11 and FY12 maintain and increase, if possible, individual giving, including major donor revenue, by an overall average of 3 percent each year through on-air, mail, e-solicitations, and telemarketing fund-raising totaling: \$7,800,000 in FY11; \$8,034,000 in FY12; \$8,275,020 in FY13; \$8,523,270 in FY14; and \$8,778,968 in FY15.

Timeline: cited above

Budget: no additional funding required

Measurable Results: meet or exceed cited goal

- Maintain and increase, if possible, FY11 and FY12 membership numbers of individual giving members by an average of 2 percent totaling: 77,098 in FY11 and 78,639 in FY12.

Timeline: cited above

Budget: no additional funding required

Measurable Results: meet or exceed cited goal

- Enhance the efficacy of UNC-TV's online membership cultivation and promotion efforts by actively seeking opportunities to expand current e-mail databases; by capturing the e-mail addresses of new members, viewers who contact Customer Care, viewers who contact UNC-TV's Web site, and viewers who contact UNC-TV during pledge drives; and by carefully evaluating other sources of e-mail addresses that may be available from outside vendors. We will seek opportunities to engage current recipients of the UNC-TV e-Guide, social media, and other online communications through regular communications about topics of interest to these members and subscribers in order to retain them as members and interested viewers.

Timeline: ongoing

Budget: existing operating funds; some additional funding required

Measurable Results: increase current e-mail address database total by 3 percent per year

- Maintain and seek opportunities through the Thank-You Gift site on UNC-TV's Web site to convert viewers into members.

Timeline: ongoing

Budget: no additional funding required

Measurable Results: increase in membership through the Web

- Enhance and maintain the Sustainer Circle program to increase the number of members and revenue to provide for a stable, predictable, and sustained flow of revenue for UNC-TV long-term through check EFT and credit card installment gifts.

Timeline: July 2010 – June 2011

Budget: no additional funding required

Measurable Results: increase in the number of sustaining members by 5 percent

- UNC-TV Kids Club – Maintain on-air and Web site weekly birthday name roll for members of the UNC-TV Kids Club to promote support and awareness. In addition, mail birthday postcards.

Timeline: ongoing

Budget: no additional funding required

Measurable Results: Kids Club birthdays are on the air and on the Web site

- Contributor Services – Call new contributors within one month of first gift to say thank-you. Technique designed to connect with and increase the number of new members renewing in the next year.

Timeline: ongoing

Budget: no additional funding required

Measurable Results: record of calls made and increased renewal rate

- Maintain and enhance a mid-level giving program that will serve to upgrade member contributions to the level of \$250 to \$999, thereby increasing overall annual giving revenue and providing prospects for the major gifts program.

Timeline: ongoing

Budget: from operating budget as possible, but additional funding will be required to cover new staff, cultivation mailings, and marketing of this program

Measurable Results: increase in the number of gifts between \$250 and \$999 and then upgrade to major donors

- Review matching gift companies, and execute a strategic marketing plan to recruit new companies as the economy strengthens.

Timeline: January 2011 – December 2011

Budget: no additional funding required

Measurable Results: meet or exceed cited goal

- Research, study, and apply strategies to realize more net profit from on-air pledge drives, and examine viewer trends to forecast and plan for a “new pledge product” that meets the changing needs of the organization and continues generating new contributors and renewed support.

Timeline: ongoing

Budget: no additional funding required

Measurable Results: increased net revenue

- Maintain a regular program of electronic membership renewals using Web-based technology for lapsing members for whom we have valid e-mail addresses.

Timeline: three times each month

Funding: existing operating funds

Measurable Results: retain 2 percent of members receiving renewal notices

Major and Planned Gifts

- Increase major gifts revenue to 5 percent of total individual gifts by upgrading mid-level donors, recapturing lapsed donors, and developing a plan to target potential donors.

Timeline: ongoing

Budget: additional funding required to hire a major gifts officer

Measurable Results: meet or exceed monetary goal

- Maintain and increase, if possible, the current level of major donors through an increased number of cultivation events to renew current donors and increase the number of new donors solicited.

Timeline: FY11

Budget: additional funding required to hire a major gifts officer and to cover funding for the events; funds will be required to cover postage for mailings sent to upgrade mid-level donors each quarter (estimated \$148); existing operating funds

Measurable Results: increase in the number of major donors

- Increase overall revenue through the development of major giving opportunities from UNC-TV's annual operating budget. This will be accomplished by increasing the number of major gifts and the average major gift amount.

Timeline: ongoing

Budget: some funding may be required for proposal paper

Measurable Results: increase in the number of major donors and gift amounts

- Develop relationships with top third of major donors and prospects through identifying donors/prospects with greatest potential, and develop relationships based on research and personal calls.

Timeline: ongoing

Budget: existing operating funds; additional funding may be required to cover an increased number of cultivation events

Measurable Results: develop increased revenue from 150 major donors

- Develop and implement a Leadership Gift Initiative.

Timeline: begin by January 2011

Budget: TBA

Measurable Results: Leadership Gift Initiative implemented

- Continue promotion of UNC-TV's Charitable Gift Annuity (CGA) with new on-air spots.

Timeline: ongoing

Budget: no additional funding required

Measurable Results: produce three new CGAs

Volunteer Services

- Reinstatement and maintain an annual volunteer appreciation event.

Timeline: ongoing

Budget: in-kind donations/volunteer budgeted expense \$5,000

Measurable Results: volunteers honored for their service to UNC-TV

Communications

- Produce 12 issues of the *CenterPiece* program guide magazine annually, plus one stand-alone copy of an annual report per year. Develop an online alternative to members who prefer a Web-based version of *CenterPiece*, thus reducing printing and postage expenses. Also attempt to develop a method of incorporating the monthly program schedules for UNC-EX and UNC-KD in the guide, if the approved schedules can be completed and approved in time to fit within the *CenterPiece* production schedule.

Timeline: monthly

Funding: \$395,000 a year for printing and postage (existing operating funds)

Measurable Results: deliver each issue on time by the first of the month to all current UNC-TV members; achieve the annual fund-raising goal from coupon responses as determined by the Development Division; contribute to achieving the Development Division's member retention rate with no loss of total UNC-TV membership from the previous year

- Produce three episodes per year of **Ask UNC-TV**, a live program seeking feedback from viewers regarding their questions about UNC-TV. Incorporate social media such as Facebook and Twitter by soliciting and using viewer questions submitted through these venues.

Timeline: three times a year

Funding: \$1,000 (existing operating funds)

Measurable Results: respond to questions from 1,200 viewers over the course of the year

- Redesign, enhance, and maintain the UNC-TV Web site. This site will be used to market UNC-TV and its programs, products, and services to online users and to provide video-on-demand service to interested users.

Timeline: ongoing

Funding: labor for two dedicated staff members (approximately \$90,000); existing operating funds

Measurable Results: attract site visits from at least 500,000 individuals during the year as determined by site measurement software; attract underwriting support from at least two corporate sponsors during the coming year

- Work with PBS to implement Project Merlin.

Timeline: one year

Funding: no additional funding required

Measurable Results: users of pbs.org will be switched immediately to unctv.org

- Produce and distribute a subscription-only UNC-TV e-newsletter 24 times a year to promote programming and to signal value to members/supporters.

Timeline: twice each month

Funding: \$8,000 per year for software and service (existing operating funds)

Measurable Results: reach at least 60,000 subscribers who desire to receive information about UNC-TV programs, services, and membership benefits

- Maintain a visible outreach presence with a full exhibit at the North Carolina State Fair in Raleigh. The budget will be evaluated to determine the feasibility of restoring our participation in the Mountain State Fair in Fletcher in September.

Timeline: Mountain State Fair (September); North Carolina State Fair (October)

Funding: \$37,370 a year (existing operating funds if available)

Measurable Results: attract a combined total number of visitors to our exhibits of 50,000; seek collaborative partnerships for each fair exhibit; collaborate again with Marbles Kids Museum at the North Carolina State Fair

- Maintain an active and highly visible print advertising program based on in-kind services trades with magazine and newspaper publishers in North Carolina.

Timeline: ongoing

Funding: no additional costs beyond labor and minimal postage (existing operating funds)

Measurable Results: place prominent advertising in ten publications for a period of 12 months in each. Publications will have a combined circulation of at least 200,000 readers, and the total in-kind value of these trades will be at least \$250,000.

- Maintain an active speakers bureau to identify and secure public speaking opportunities for UNC-TV personnel to increase public outreach.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: conduct print and on-air promotion of speakers bureau, and schedule at least 40 speaking opportunities for UNC-TV personnel during the year

- Provide paid advertising support for on-air pledge drives to promote increased support for UNC-TV on public radio stations in six major markets and on the North Carolina News Network.

Timeline: February/March, December, and other determined drive periods

Funding: \$100,000 (existing operating funds)

Measurable Results: reach an audience of at least 400,000 prospects with promotional messages in support of UNC-TV pledge drives

- Provide proactive media relations, and provide various writing and graphic design services as requested by internal clients in support of all UNC-TV divisions and operations.

Timeline: ongoing

Funding: no additional funding required beyond labor costs (existing operating funds)

Measurable Results: experience no more than two negative articles specifically about UNC-TV during the year; miss zero client deadlines for writing and design services; have no more than one writing or design project during the year that fails to meet client needs and expectations

- Develop a formal organizational approach that acknowledges the increasing importance of interactive media—including social media—to the UNC-TV audience. Establishment of the position of interactive media producer to lead an interdepartmental collaboration will enable the coordination of on-air and online content, maximizing UNC-TV's ability to reach different audience segments through their preferred form of media. Such an initiative would also advance the effort to blend UNC-TV's on-air and online brand. Elements of this activity would include the creation of a new special planning Wiki, accessible to all departments, for enhancing interdepartmental planning and training opportunities to provide more staff with skills that will allow them to fully participate in the development of multi-platform content.

Timeline: December 2011

Funding: existing operating funds

Measurable Results: the production and placement of more multi-platform content

--cultivate and strengthen partnerships with North Carolina's businesses and foundations.

Funded activities

Corporate and Foundation Support

- Maintain and increase, if possible, total corporate and foundation support by an overall average of 2 percent each year through broadcast underwriting, local production funding, outreach/grant awards, miscellaneous project funding, joint agreements, and trade agreements totaling: \$2,125,000 in FY11 \$2,167,500 in FY12; \$2,210,850 in FY13; \$2,255,067 in FY14; and \$2,300,168 in FY15.

Timeline: cited above

Funding: existing operating funds

Measurable Results: meet or exceed cited goal

Corporate Support

- Continue working with major gifts unit to maximize our influence at UNC-TV cultivation events; work more strategically to invite prospects.

Timeline: ongoing

Funding: no specific budget; this will be incorporated into ongoing activities

Measurable Results: increase number of in-person contacts by 10 percent

- Continue working with corporate sponsors, networking partners, production partners, and corporate prospects to maximize our influence at other cultivation opportunities, such as Chamber networking events, CEO Summits, conferences, and meetings

Timeline: ongoing

Funding: trade and in-kind

Measurable Results: increase number of in-person contacts by 10 percent

- Review project lists and strategize on potential partners. Market the programs to potential partners.

Timeline: ongoing
Funding: existing operating funds
Measurable Results: increased underwriter funding

Foundation Support

- Call or write foundations that have a high likelihood of providing support for UNC-TV.

Timeline: ongoing
Funding: existing operating funds
Measurable Results: at least five requests will be sent each year to foundations that have not supported UNC-TV in the previous fiscal year

- Increase support help by adding an intern to assist with the paperwork load, research, and grant writing.

Timeline: ongoing
Funding: additional funding needed
Measurable Results: position filled

- Identify foundations that are likely to give to UNC-TV and their particular interests. Work with Production/Outreach Division to match existing needs with funders' interests.

Timeline: ongoing
Funding: existing operating funds
Measurable Results: increase foundation commitments by two percent each year

- Continue working with major gifts unit to identify donors who also sit on foundation boards, and work collaboratively to increase their giving.

Timeline: ongoing
Funding: existing operating funds
Measurable Results: two additional proposals submitted per year

- Continue inviting foundation prospects, as well as current foundation donors, to major gift and/or UNC-TV cultivation events.

Timeline: ongoing
Funding: existing operating funds
Measurable Results: two new foundation heads will be invited to each UNC-TV event

--grow online so that it increases membership, underwriting, and state income.

Funded activities

- Promote the Web on the air, using graphics within original productions to enhance use of the Web.

Timeline: ongoing as schedule permits
Funding: no funding beyond normal operating costs
Measurable results: online user growth of at least 10 percent per year

- Given the explosive growth of social media in our society, continue to aggressively develop and promote UNC-TV's presence on Facebook, Twitter, YouTube, Flickr, and other social media. Actively engage a rapidly growing and committed audience with UNC-TV multi-platform content. Leverage social networks as reporting, publishing, promotional, fund-raising, educational, and community-building tools.

Timeline: ongoing

Funding: existing operating budget

Measurable results: 5,000 Facebook followers and 2,000 Twitter followers reached by the end of FY11

5. We will explore new ways to increase funding for UNC-TV's operations and services.

- Develop more fully the audience and fund-raising potential of UNC-EX, UNC-KD, UNC-MX (all services).

Timeline: January 2011 – December 2011

Funding: existing operating budget

Measurable Results: increased revenue

- Hold brainstorming sessions within each department so that staff can identify areas that could be covered with in-kind contributions.

Timeline: ongoing

Funding: existing operating funds

Measurable results: increase level of in-kind services provided to UNC-TV

- Continue to sell the Web to underwriters.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: increased underwriter funding

- Reassess our rate card for underwriting, taking into account new distribution streams.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: increased underwriter funding

- Review capital campaign documents for new ongoing series to be modeled after **North Carolina Weekend**, **Our State**, and **Exploring North Carolina** to increase UNC-TV revenue.

Timeline: April 2011 – March 2012

Funding: existing operating funds

Measurable Results: increased underwriter funding

- Work toward trying to convince rating agencies to provide accurate viewership measurement.

Timeline: two years

Funding: existing operating funds

Measurable Results: accurate viewership data is consistently available

- Through UNC-TV's On-Air Committee, review current strategies and develop new strategies to increase viewer awareness of the importance of individual support.

Timeline: ongoing

Funding: existing operating funds; grants as necessary

Measurable Results: increased viewer awareness of the importance of individual support

6. We will maintain a process that develops budgets and identifies revenue sources at the inception of new programs and services and coordinates prioritization of projects through the use of cross-functional planning teams for production support, program scheduling, development support, and online, promotional, and outreach priorities.

Funded activities

- Convene regular meetings of the UNC-TV Editorial Board

Timeline: March 2011 – February 2012

Funding: new projects will require corporate underwriting, foundation support, federal grants, a production partner, or additional internal funds to cover cash costs

Measurable Results:

- Identify new programs and services monthly and assign revenue sources to them whenever possible
- Emphasize identifying and working with production partners to develop, fund, and deliver new programming at lower costs to UNC-TV
- Discuss coordination of production, programming, development, and promotional efforts
- Identify possible funding sources for local productions
- Determine whether programs or other opportunities can be developed into marketing projects that include outreach opportunities, interactive TV applications, merchandising opportunities, and distribution streams
- Coordinate production, programming, development, promotional, and outreach priorities

7. We will:

--communicate to our Board of Trustees members the importance of representing their community to us and us to their community.

Funded activities

- Continue to provide members of our Board of Trustees with accurate and timely information pertinent to opportunities offered by UNC-TV, as well as issues facing UNC-TV, in an effort to enhance our trustees' ability to communicate effectively with constituents in the areas in which our trustees live.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: the Board of Trustees is knowledgeable about UNC-TV and therefore comfortable advocating on behalf of UNC-TV

- Secure 100 percent financial participation and increase the amount of gifts from the Board of Trustees and foundation board.

Timeline: ongoing

Budget: no additional funding required

Measurable Results: increase in revenue and participation

--continue to communicate to those who make appointments to our Board of Trustees the importance of a diverse board, with the hope that they will help us maintain diversity.

- Continue to identify and recommend appropriate nominees for the board.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: Board of Trustees is diverse in all areas

--continue our orientation efforts for new members to the Board of Trustees.

- Provide for each new board member an orientation session at UNC-TV that will include a tour of the facility and a meeting with the director and general manager, as well as top managers who will explain their areas of responsibility.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: each new board member fully understands the mission, vision, and guiding principles of UNC-TV

8. We will embrace a culture of philanthropy and efficiency that demonstrates respect for, consideration of, and interest in every potential donor of UNC-TV. We will:

--provide all constituents with a consistent, informed message, enabling them to form a clear understanding of what UNC-TV is and how it brings value to their lives.

Funded activities

- Commit to Management Council staff greeting all major UNC-TV guests and becoming more externally focused. This will allow for the opportunity to build stronger relationships with donors, prospects, and partners.

Timeline: March 2011 – July 2012

Funding: existing operating funds

Measurable Results: increased community contacts, major donors, and partnerships

--ensure that all staff members, volunteers, and our Board of Trustees are well informed and understand UNC-TV's core values and principles, as reflected in our strategic plan and in our mission and vision statements.

Funded activities

- Teach through organized communication with UNC-TV staff and other key constituents the value of our programs and services. Conduct interactive information sessions regarding our public/private revenue goals and the ways that UNC-TV meets the critical needs of North Carolinians and worth of support.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: constituents are able to understand, articulate, and encourage support for UNC-TV's programs and services

- Communicate the culture of philanthropy in staff meetings and performance evaluations.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: increased awareness of UNC-TV funding needs and potential with staff

--ensure that these individuals are able to articulate the importance of UNC-TV's public and private fund-raising structure.

Funded activities

- Form a task force to develop and identify ways to extend the knowledge of and commitment to a culture of philanthropy throughout the entire network, supporting boards, key partners, and constituents. This will include a presentation by a PBS professional on the culture of philanthropy.

Timeline: March 2011 – July 2012

Funding: existing operating funds

Measurable Results: increased community contacts, major donors, and partnerships

GOAL IV. WORKPLACE

We will enhance our high-performance, team-oriented workplace to foster ownership, commitment, and trust through change that encourages and supports the contributions of each employee in accomplishing our mission.

Strategies

1. We will reorganize and restructure to reduce expense, and we will develop a culture that embraces, supports, and focuses on change within the parameters created by UNC General Administration because of the current economic environment:

--in our efforts to maintain a consistent level of service and to identify operational efficiencies throughout the organization.

Funded activities

- Continue to monitor staff efficiency by examining our flexibility of banded positions and the impact on the organization of a future reduction in force.

Timeline: ongoing

Funding: no additional funding necessary at this time

Measurable Results: adjustments made as needed

- Offer cross training at a more aggressive level to employees; list jobs that are available and determine which staff members would be interested in learning how to do those jobs; have employees work across departments, within parameters defined by the state.

Timeline: ongoing

Funding: no additional funding necessary at this time

Measurable Results: a better-trained and more diversified workforce; cross-training implemented in Web encoding, studio production, and media operations.

- Benchmark ourselves against other public television organizations.

Timeline: ongoing

Funding: no additional funding necessary at this time

Measurable Results: implement best practices identified in other public television organizations

--in how we think about the uses of content for multiple purposes and users.

Funded activities

- Through the Editorial Board, Project Implementation Team, and other project teams, continue to assess the needs and opportunities for providing content in a variety of ways using UNC-TV distribution outlets including broadcast, podcast, print, and outreach services.

Timeline: ongoing

Funding: additional funding, if any, will be provided by a production partner, project underwriter, or granting institutions

Measurable Results: the content for multiple purposes and users will be considered in the annual evaluation of all ongoing original productions and the development of each new project initiative

--in how we look beyond our traditional broadcast delivery medium to achieve our mission.

Funded activities

- Move beyond traditional broadcasting to achieve our mission by increasing the amount of original local productions made available through online delivery mechanisms, such as podcasting and on-demand video streaming. Develop a plan to create appropriate content specifically for online mediums.

Timeline: ongoing

Funding: no additional funding necessary at this time

Measurable Results: numerical increase over time in the number of monthly Web visitors accessing these services

--in the production and acquisition models appropriate for the limited resources available to serve the fragmented audience created by the multichannel environment in general and UNC-TV multicasting in particular.

Funded activities

- Encourage staff to keep the number of potential end users at the forefront of all decisions relating to the investment of staff time, facilities, and funds in the development, implementation, and/or acquisition of all projects or content.

Timeline: ongoing

Funding: additional funding, if any, will be provided by a production partner, project underwriter, or granting institutions

Measurable Results: the appropriate balance between resource allocation and the benefits derived by end users is consistently applied to all UNC-TV projects

--in the assessment of how new technologies fit into our overall mission, workflow analysis, and strategic migration of work responsibilities.

Funded activities

- Encourage management and staff to make the utilization of new technologies a primary focus as they develop plans for new projects, as well as the continuation of existing projects, and to assess and manage the impact of new technologies on workflow and job responsibilities.

Timeline: March 2011 – February 2012

Funding: assuming stable operating funds, no additional funding is required

Measurable Results: the appropriate balance between resource allocation and the benefits derived by new technologies is consistently applied to all UNC-TV projects

--in the assessment of how using volunteers in all areas of the organization can increase our capacity without increasing expense.

Funded activities

- Assess how specialized volunteers performing more high-level professional tasks can increase our capacity to provide services; implement plan being developed by task force.

Timeline: March 2011 – February 2012

Funding: ongoing operational budget

Measurable Results: task force formed to begin implementation

2. We will continue to maximize our organizational efficiency to support the changing and continuing needs of UNC-TV.

Funded activities

- Continue business process review and improvement.

Timeline: quarterly review of a selected business process (i.e., cash receipts)

Funding: current personnel resources

Measurable Results: streamlining of processes and improvement in written documentation

- Conduct a job study.

Timeline: two years

Funding: existing operating funds

Measurable Results: revised job descriptions

3. We will develop the awareness of emerging technologies for applicable electronic media.

Funded activities

- Position UNC-TV to show technology leadership on a national level in order to guide standards development, acquire grant funding, and influence application development by software companies. Support participation by individual staff on the PBS Enterprise Technology Advisory Committee, TeamApproach Station Committee, and others appointed to similar committees.

Timeline: ongoing

Funding: no internal funds required

Measurable Results: UNC-TV maintains membership on these committees; all meetings and conference calls attended

4. We will foster an organization that works as a team through shared values of and commitment to UNC-TV's mission.

Funded activities

- Continue to encourage participation in professional and community awards programs.

Timeline: ongoing

Funding: provide in-kind support to staff members wanting to enter professional and community awards programs

Measurable Results: entries submitted by individual staff members to the Midsouth Regional Emmys, NETA Awards, AP Awards, PGMS Green Star Awards, and other similar competitions

- Continue to promote the UNC-TV Intranet and Wiki Web sites for use as internal communications resources.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: increase in Intranet user traffic of 15 percent

- Work in conjunction with Human Resources unit to hold quarterly all-staff meetings to promote internal communication and dialogue, staff recognition, and staff involvement in ongoing UNC-TV business issues.

Timeline: quarterly

Funding: maintained in Human Resources unit

Measurable Results: average attendance at staff meetings of at least 125

- Enhance the staff-orientation program to include a formalized presentation of security procedures, payroll sign-up, and property responsibility.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: new staff trained on security procedures, payroll, and property responsibility during employee orientation

- Continue UNC-TV's commitment to remaining an employer of choice by attracting and retaining the best staff with appropriate flexible schedules, job sharing, retiree involvement, telework, child/elder care resources information, and work from home. Define and refine internal policies covering these statuses with an eye to universal computing.

Timeline: two years

Funding: existing operating funds

Measurable Results: policies in place

- Establish procedures to promote employee resources developed by the UNC General Administration Human Resources Division for UNC-TV staff through an effective communication link from the UNC-TV Human Resources facilitators.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: employee access and utilization employee services tools

- Use open and interactive division, task force, and quarterly all-staff meetings as communication tools.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: staff awareness

- Encourage the full participation of a diverse staff through effective leadership, team building, staff sensitivity, information sharing, and professional development.

Timeline: ongoing

Funding: no predetermined cost; however, external training costs may be incurred

Measurable Results: trained staff, fully engaged in the teamwork approach

- Continue effort of the UNC-TV Staff Council, an 11-member committee. Responsibilities will include establishing and researching methods through the UNC Chapel Hill Employee Forum operation to foster employee communication and workplace satisfaction.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: staff participation in workplace development

- Continue to implement the CenterLights staff recognition awards programs. Reintroduce the CenterStar program, and encourage participation by staff.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: increased staff participation in the nomination and selection of award winners and recognition of employee teamwork

- Assist interested employees in finding opportunities for volunteer service consistent with University of North Carolina personnel policies.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: staff participation in community involvement activities

- Respond to the dynamics of North Carolina's citizenry and of the marketplace by continually evaluating UNC-TV's staffing allocation.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: effective and efficient organizational design and structure that facilitates optimum utilization of staff and resources

- Provide an ongoing structured management and diversity training program to enhance recruitment and selection, compliance reports, job descriptions, work plans and evaluations, workers compensation, and workplace harassment. The program will relate to the programs already available through the Office of State Personnel and UNC Chapel Hill.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: managers equipped with the necessary tools to facilitate a more efficient and effective employment process via PeopleAdmin; compliance with FCC requirements and employment law; the creation of accurate and functional job descriptions and work plans; evaluations consistent with the guidelines of the Performance Management Program (PMP); expeditious processing of Worker's Compensation paperwork; and the establishment of a harassment-free work environment

- Use student internships, work-study programs, cooperative agreements, and grants to help prepare a diverse group of talented people for work in public television.

Timeline: ongoing

Funding: no cash costs associated with this tactic; university credit only

Measurable Results: students better prepared to enter the communications/broadcasting profession

- Provide ongoing supervisory training for all levels of management.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: establish a regular training schedule for management training

- Promote continuous development of Administration staff to increase skills and knowledge by providing a minimum of one annual class/workshop for each employee.

Timeline: annually as part of individual work plans

Funding: existing Administration budget for education

Measurable Results: results of attendance; Performance Management Program (PMP) evaluations

- Foster a positive team-oriented work environment.

Timeline: ongoing

Funding: maintain current budget level for training and professional development

Measurable Results: review results of annual training and products of team projects

- Evaluate and refine existing internal workflow mechanisms such as e-mail, conferences, video conferencing, voice-mail, file servers, Intranet site, chat applications, cell phones, and others to increase efficiency of interdepartmental communication.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: one or more training sessions provided to assist with e-mail management techniques; file server cleanup announcements made two or more times; suggestions solicited from staff on ways to streamline and improve communication

Unfunded activities

- Create a universal understanding and commitment to excellent internal and external customer service through investing in professional motivational speakers to conduct interactive workshops at UNC-TV.

Timeline: annually

Funding: existing operating funds or a corporate sponsor

Measurable Results: improved staff morale and cooperative spirit

5. We will create an environment that encourages leadership and knowledge transfer at all levels.

Funded activities

- Provide managers and supervisors with the tools, through training, that will help them motivate employees toward forward progress that may enhance the work product.

Timeline: ongoing

Funding: HR training budget/division budgets where funds exist

Measurable Results: supervisors and managers provided with training via UNC General Administration and/or the Office of State Personnel

- Reenergize the CenterStar program to encourage employees to recognize the achievements of their coworkers. Provide professional development opportunities.

Timeline: ongoing

Funding: no funding necessary

Measurable Results: improved employee morale and highly skilled and knowledgeable employees

- Utilize the CenterLights awards program to recognize the achievements of employees and groups of employees.

Timeline: quarterly

Funding: \$100 award per person or group

Measurable Results: improved employee morale and deserving recognition of employee(s) contributions in the workplace

6. We will develop nonmonetary rewards to staff providing leadership and support in developing new models for service, and we will encourage and recognize organizational, team, and individual successes.

Funded activities

- Brainstorm ways to reward staff without spending more.

Timeline: one year

Funding: no funding necessary

Measurable Results: more ways to reward staff

7. We will be good stewards of UNC-TV's resources by encouraging thoughtfulness, attention to security, and efficiency and by respecting our own and others' intellectual property.

Funded activities

- Ensure that all employees adhere to UNC-TV's obligation to financial integrity. Ensure that each employee actively participates in all institutional requirements related to employee safety, building and property security, and data/information security. Work with appropriate departments to ensure staff accountability as related to intellectual property.

Timeline: ongoing

Funding: no funding necessary

Measurable Results: all departments operate within budget; "security" included as a dimension in all employee work plans; full compliance with all policies pertaining to intellectual property

8. We will provide workspace needs for UNC-TV.

Funded activities

- Provide ergonomic workspace accommodations for employees.

Timeline: March 2011 – February 2015

Funding: continuation of furniture funds in Facilities budget

Measurable Results: workspace made available for UNC-TV employees as required

9. We will take a pervasive and pragmatic view of computer security to foster telework and flexible work.

Funded activities

- Maintain compliance with security requirements set out in the UNC security assessment and Purchasing Card Industry standards, while facilitating flexible work arrangements.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: final report to Management Council regarding compliance with PCI standards and findings from the security assessment

10. We will work to equalize compensation among UNC-TV employees and their peers within the industry, in as much as career banding and the current economy will allow.

Unfunded activities

- Initiate personnel actions to implement Career Banding.

Timeline: ongoing

Funding: dependent on current economy

Measurable Results: employees compensated based on what is allowed by career banding

11. We will engage in an aggressive program of cross training in order to increase efficiency.

Funded activities

- Implement individualized job training and cross training based on job function.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: training policy and procedures applicable to UNC-TV implemented

12. We will develop a safety and security plan.

Funded activities

- In conjunction with internal staff and outside contractor(s), develop a safety and security plan.

Timeline: two years, in collaboration with UNC-GA

Funding: in-kind and existing funds

Measurable Results: safety and security plan completed

13. We will practice sound internal controls over fiscal and monetary assets supported by comprehensive written policies and procedures.

Unfunded activities

- Review accounting and purchasing policies and procedures and update as appropriate to continue to tighten processes to assure sound oversight of assets. This review will be annual to reinforce updating of processes and incorporate business changes as they occur.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: organized and easily accessible manual of accounting policies in soft and hard copy that can be used by a new employee as a learning tool and by current staff as a reference

GOAL V. PARTNERSHIPS AND COLLABORATIONS

We will enhance existing and build new collaborations with educational, cultural, public service, governmental, environmental, science, and business partners to improve and increase services and ensure continuing support.

Strategies

1. We will communicate our vision of UNC-TV's services in a way that reinforces their value to future partners.

Funded activities

- Form a task force to develop a detailed list of at least 20 potential UNC-TV partners. List may include organizations such as N.C.'s major medical centers; Duke University School of the Environment; UNC Chapel Hill—Carolina Performing Arts, PlayMakers; N.C. Community College System; Mint Museum; Cameron Museum of Art; N.C. Arts Council; N.C. Department of Crime Control and Public Safety; Blumenthal Performing Arts Center; Charlotte Symphony, National Humanities Center; and N.C. Biotechnology Center.

Timeline: March 2011 – February 2012

Funding: existing operating funds

Measurable Results: development of a detailed list of potential partners within three months and one new major partnership developed each year

- Using lists developed by staff and boards, assign organizations to key UNC-TV staff for cultivation.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: new partnerships

2. We will continue to focus our efforts on collaborations with the University of North Carolina and the North Carolina Community College System and on partnerships with other state agencies, nonprofit organizations, corporations, and foundations. We will be both a leader and a supporter in developing alliances for collaboration.

Funded activities

- Continue to tap the intellectual resources of UNC faculty, staff, and alumni to address global, political, social, scientific, and economic issues with the potential to enhance North Carolina's global competitiveness for the following UNC-TV local productions:

**Biographical Conversations
Black Issues Forum
Focus On...
Legislative Week in Review
North Carolina Bookwatch**

**North Carolina Now
North Carolina People
North Carolina Weekend
Our State**

Timeline: ongoing

Funding: within existing budget

Measurable Results: UNC experts utilized in original productions; updated list of University guests appearing on UNC-TV local productions maintained

- Work with North Carolina educational and cultural institutions to develop new partnerships.

Timeline: ongoing

Funding: existing operating funds

Measurable Results: two new collaborations each year (example: GEAR UP)

3. We will help North Carolina's educational institutions communicate that a more effective education system translates knowledge into economic value.

Funded activities

- Continue to support various University/campus priorities and initiatives by matching them with appropriate UNC-TV resources.

Timeline: ongoing

Funding: within existing budget

Measurable Results: at least six Board of Governors meetings attended; create internal buy-in and arrange for UNC-TV staff support on agreed-upon partnership efforts

4. We will help to solve social and educational problems, make a difference in people's lives, and improve the quality of life in our state.

Funded activities

- Continue work through ongoing original productions and special programs as developed by the Editorial Board.

Timeline: March 2011 – February 2012

Funding: project budgets for ongoing series and new funding for special programs obtained from outside sources in advance of production

Measurable Results: evaluation from projects